

APR 15 1931  
APRIL 11, 1931

# Sales Management

The Weekly Magazine for Marketing Executives



*Louis K. Liggett, head of Drug, Inc.  
Will he buy Squibb? See page 58.*

## The Human Side of Selling



### Pabst's New Visual Sales Plan

# Food for thought...for Food Advertisers

THE surprising fact is not that The American Weekly carries so much food advertising, but that more food advertisers have not analyzed thoroughly its values.

To the owner of a trademarked food with national distribution, this great magazine offers economies not to be duplicated by any other magazine or group of magazines.

With almost double the circulation of its nearest competitor, The American Weekly gives national coverage at by far the lowest cost per family.

Every Sunday morning it reaches 5,500,000 homes at a cost of less than  $\frac{1}{3}$  cent per home for a full color page more than twice the size of any other national magazine page.

That means an opportunity for illustration, headline, copy, recipes and a coupon if you like.

And while these 5,500,000 American Weekly families are scattered throughout all forty-eight states, still this magazine concentrates and dominates in the richest markets.

In twenty-four states and the District of Columbia are located 74.5% of the grocery and delicatessen stores of the nation.

In these states more than 80% of all trademarked food is purchased and consumed.

And into these states each week The American Weekly pours 86.7% of its circulation, a higher percentage of its circulation than any other publication.

To give some idea of the coverage of this mighty magazine, let us analyze its circulation.

The American Weekly concentrates and dominates in 536 of America's 812 towns and cities of 10,000 population and over.

In each of 185 cities, it reaches one out of every two families

In 132 more cities, 40 to 50%

In an additional 102 cities, 30 to 40%

In another 117 cities, 20 to 30%

... and, in addition, nearly 2,000,000 families in thousands of other communities, large and small, regularly buy The American Weekly.

Now let's sum it up and see what The American Weekly has to offer the national food advertiser.

- a. One out of every four families in the entire United States
- b. Concentration of circulation in the richest buying areas
- c. Color page advertising at less than  $\frac{1}{3}$  cent per family
- d. Editorial interest that has built the largest magazine circulation in the world

Where can you spend your advertising dollar more effectively?

**THE AMERICAN WEEKLY**  
*Greatest Circulation in the World*

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO  
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . INTERNATIONAL OFFICE BLDG., ST. LOUIS



# T o d a y !

A GREAT NEWSPAPER is the running record of history as it is made. The whole world is the source of its vivid and accurate chronicle of events. Neither distance nor remoteness retard the swiftness of its mission. Today—eternally *today*—is its challenging inspiration.

Its development is *more* than a chapter in this nation's amazing progress. It is an integral part of it! Through all periods, under all conditions, the truly great newspaper has been so close to the moving procession that today it walks and lives with all classes . . . talks the language of each, voices the changing viewpoints of the times . . . is inherently youthful, yet basically sound. Always a leader, always the counsellor of leaders, yet the distinguishing characteristic of a great newspaper is its companionship with the multitudes. Talking their language, reflecting and shaping their habits, it is part of their lives.

The result of this confidence and comradeship is an intimacy and understanding that make the great newspaper a daily and active influence in millions of lives. Its readers look to it as a basic necessity and as the guide in determining their wide range of habits. Nothing can take the place of the newspaper. Nothing can parallel its

purpose or approach its sphere of service. Its place is secure.

The sphere of its service is bounded only by the area of its influence. The very fact that this influence is concentrated, in every instance, upon an important market is significant in these unusual economic times. The flexibility and instant facility of the great newspaper give it immediate effectiveness.

Business executives can fix a policy and a few hours later it is known where they want it known. One market can be selected and a sales effort concentrated there. A thousand markets can be approached with the same ease and speed. In modern-day business the great newspapers stand in readiness as shock troops to spring a commercial advance on one front or along the whole line of American life!

It is in the newspaper people look for what they want to know—and what they want to buy. Here they expect and accept advertising as *news* that directly fills their needs and satisfies their desires. *Their response to this advertising is immediate.*

These millions of people believe that **TODAY** is *the* day of action. **Now** is the moment of acceptance. The great newspaper is the only friend that can tell them immediately—*today*—where and how and what to buy of today's greater value.

## THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

ONE OF A SERIES OF ADVERTISEMENTS APPEARING IN METROPOLITAN NEWSPAPERS

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVI. No. 2.

## The Lure of Volume

MANAGEMENT is often enticed to produce beyond its natural market capacity. Production costs decreased through volume, count little if offset by high priced, high pressure selling methods. Transferring costs from production to sales does not increase profits. Robbing Peter to pay Paul is not a sound business philosophy.

Establishing balance between production and sales and the finding and measuring of "natural" markets is but one feature programmed in a B K W General Survey. Such a survey brings to your business the broad vision and ripened judgment of a group of specialists experienced in every phase of business.

An interview incurs no obligation yet from it may develop a new profit-building program.

**BIGELOW,  
KENT, WILLARD  
AND CO., INC.**

•  
**Consulting Engineers  
and Accountants—  
Merchandising  
Counselors**  
•

**PARK SQUARE BUILDING  
BOSTON**

# Survey of Surveys

BY WALTER MANN

### Wealth

"A Survey of the Economic Status of American Investors" by *Barron's*, "The National Financial Weekly," breathing well-to-do-ness through every pore of its handsome red, black and gold suede cover, has an atmosphere of authority about it before you even open the cover. It is a twenty-four-page aforesaid covered brochure (and never was the word, however you pronounce it, more descriptive of an aristocrat among booklets).

Whoever laid out this booklet and the study it contains knows full well the value of understatement. For instance, Hugh Bancroft's (the publisher) foreword calls it "a cross-section of the economic status of our (*Barron's*) general readership with the millionaire element left out."

Then in true acid-test fashion, *Barron's* asked its readers at the low ebb of the financial recession questions revealing the buying power of the rank and file of their readers—such questions as, "What are your present security holdings in (a) common and preferred stocks, (b) bonds, (c) investment trusts?—in dollars (brave boys!); "What amount of life insurance do you carry?"—in dollars; "What is your total annual income?"—in groups, \$1,500 and over, \$10,000 and over—to \$100,000 or over (are there no *Barron's* readers below that figure?); "Are you (a) an officer or a director in a corporation, (b) owner of your own business, (c) a partner, (d) the manager of a department, (e) business manager, (f) a professional man, (g) a salaried employee?" Finally came the question of car ownership of "one or more cars" and the make or makes.

*Barron's* sent out cards containing such questions to 5,669 (15 per cent) of their subscribers and (bravo) got back responses from 2,294 (40 per cent)! Out of these, 2,161 responded to the question on security holdings—of these, 2,109 (97.6 per cent), had common and preferred stock holdings totaling \$196,148,595; 1,109 (51.3 per cent) had bonds totaling \$56,976,391; 610 (28 per cent) had investment trust shares worth \$8,767,837; eighty-seven (4 per cent) had \$11,314,960 worth of miscellaneous investments. From these it will be seen that the average worth of the responders, measured in terms of security holdings, is \$119,096 (oh make it \$120,000 and be done with it).

On the insurance question, 2,065 responders had a total of \$97,446,000 worth; seven responders had over a million each; 327 had over a hundred thousand each, and the bulk of them had over \$10,000.

On the question of annual incomes, forty-one had \$100,000 or over; 370 (note the parallel with the \$100,000 insurance holders), which was the bulk, clearly had over \$7,500. This shows the mistake in checking an arbitrary minimum figure on a questionnaire of this kind.

On the tabulations of occupations, 57.9 per cent are officers or directors of corporations, business owners or partners; 17.1 per cent professional men; 9 per cent

junior executives; 2.2 per cent retired; and 13.8 per cent salaried employees.

We would have liked to have the top group broken down separately, but anyone wishing this information is invited in the survey to "come and get it" from the cards themselves—a fair enough offer—eh?

In order that you'll take the trouble to write for your copy of this survey (and it will be worth your trouble), S. O. S. is going to hold out on you on this bit of information. Get a copy—you'll enjoy it and go away as S. O. S. did, with a healthy respect for a heavy incomer circulation. Address Hugh Bancroft, *Barron's*, 44 Broad Street, New York City.

### Thumbnail Reviews

*Statistics for the Business Man.* By William G. Sutcliffe. The book gives statistical methods that can be used immediately and treats the subject throughout from the point of view of the executive who must have the facts and know how to interpret them. Of particular value are the many short-cuts to analysis that are thoroughly explained and illustrated by the use of examples. How to use ratio charts in analyzing financial statements and computing costs, how to weight various items in the balance sheet to secure more accurate analysis, how to determine percentage changes with a minimum of calculation are described in detail. Harper & Brothers, New York. \$4.00.

*Financial Statistics of Cities.* Financial statistics of cities having a population of over 30,000, 1930. This report contains a number of general tables, giving number and character of the population, importance of the cities involved, summaries of receipts and payments, revenue receipts, Governmental cost, property taxation receipts, etc. Government Printing Office, Washington, D. C. \$1.25. 509 pages.

*Standards Yearbook—1931.* This is the fifth issue of our Government's annual on world-wide standardization. A standardization reference book, summarizing and bringing up to date, under one cover, the reports of current standardization activity and accomplishment of hundreds of organizations in the United States and the rest of the world. Government Printing Office, Washington, D. C. \$1.20. 388 pages.

*Analysis of Costs of Wholesale Drug Distribution with Special Reference to Possible Expense Reductions* (Bulletin No. 10). A program is presented which is planned as an aid to drug wholesalers in controlling expenses. National Wholesale Druggists Association, 51 Maiden Lane, New York City. (Free.) (Twelve pages.)

*Industrial and Commercial Ohio Yearbook—1930.* An annual source book presenting data bearing on business and industrial problems of the state. Ohio State University, Bureau of Business Research, Columbus, Ohio. \$2.00 in Ohio, \$3.00 outside. 154 pages.

## What's New

**Q** In the leading article in this issue we turn aside, for the moment, from the factual, scientific side of marketing to look at what H. K. Dugdale calls "The Human Side of Selling." Mr. Dugdale is vice-president of the Baltimore agency, Van Sant, Dugdale & Corner.

**Q** The suburban population studies of Washington and Minneapolis-St. Paul announced for this week, were deferred until next week to give subscribers more late news flashes.

**Q** So many comments came from subscribers on C. E. Knoepfle's recent article, "Is Mismanagement Ruining the Rubber Industry?" that the editors asked him to prepare an article telling how any concern can determine its own profit efficiency. It will be printed in next week's issue.

**Q** One of the most unusual industrial films yet made is the new Standard Brands' feature which treats the problems of both bakers and retail grocers in the same picture. See page 55.

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# Sales Management

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*Cover photograph by Blank-Stoller, Inc.*

**The Weekly Magazine for Marketing Executives**

# Sales Letters

BY MAXWELL DROKE

## Raising the Bootleg Tone

If the dispensers of illicit beverages continue their high-toned tactics we shall be compelled to devise for the gentry a more dignified nomenclature. These guys are something more than bootleggers. Perhaps we'll have to follow the suggestion of the Nice Young Lady who referred to them as "Bootlimbers." As Mr. Gallagher was wont to remark, "It's a bizness, Mr. Shean!"

All of which is preliminary to remarking that this letter inscribed upon costly engraved stationery, and bearing as an enclosure an engraved card, recently found its way to one of my correspondents, who has graciously passed it along to me:

"During the past year, merchandising methods have changed radically. This applies to the things we drink as well as to the things we wear.

"This organization has taken the lead in cutting overhead through the elimination of all salesmen and middlemen.

"We are therefore in a position to sell you genuine, bona-fide, unadulterated goods, at prices which would be remarkable even for merchandise of greatly inferior quality. . . .

"The writer will be pleased to call upon you at your convenience, to explain our new policy in detail, and to quote our extremely low prices. Or—our telephone is—

## Platinum Cloud Linings

Now come the jewelers to turn the gray storm clouds of a Depression Year inside out, and reveal the silver (or platinum) lining. For jewelry prices, it seems, are a lot lower—values as never before. I quote from a letter which the National Jewelers Publicity Association has prepared for its retail members to use in advance of the approaching "wedding season:"

"Dear Mrs. ———:

"Those long-ago cliff dwellers had one advantage, anyway. Their weddings were not such a burden on the friends and relatives! When a man sought a maiden fair, he dragged her homeward by the hair. No postman padded up the front walk with square and ominous envelopes foretelling the approaching nuptials.

"But nowadays! Lucille and Harold . . . Doris and Raymond . . . Helen and George. . . . It seems that all the world's a-wedding.

"And this year, too, when Depression has reached a greedy hand into the Family Budget, and one must count the dollars and the dimes.

"But be not dismayed. There is a way out. And a wonderful way it is. Never has our stock of Wedding Gifts been more complete than at this very moment. And never could one buy so much with so little!

"The values are so astonishing that you'll be tempted to buy *yourself* a gift, or two, or three. Do come in soon, while there's

such a wide assortment from which to select.

"It will be a pleasure to serve you."

## Another Dragon Slain

And here is another letter from the same source which I like because it hits me where I live. Maybe you, too, will find it appealing:

"Dear Mr. ———:

"Every man is a dragon-hunter in his secret soul. Your line may be insurance or mill machinery. No matter. For your middle name is Galahad. If you had lived in days of old, when knights were bold, you would have been the bravest of the brave. You would have fared forth to battle for a Lady Fair, and counted not the cost. . . .

"But you are afraid of a jewelry store! Now, isn't that the honest truth? You know that jeweled possessions delight Her above everything else. Nothing you can purchase elsewhere will bring so much enduring happiness. Yet you shake and shiver when a birthday, an anniversary or some other gift-giving occasion is in the offing. And all because of that impending visit to the jeweler's!

"But all that is a thing of the past. For this letter introduces a different sort of jewelry establishment. A place where you can really be comfortable! Here you will find regular fellows who understand what you're up against. And they're mighty glad to lend a helping hand.

"So come on over any time. Look around as much as you like. Ask all the questions you wish. That's what we are here for!

"It will be a pleasure to serve you."

## Rubber Checks and Profits

"Rubber checks" are no novelty to hotel men. But it remained for the Clinton Carpet Company to devise a *real* rubber check—printed on a sheet of rubber carpeting, to simulate an actual cashier's check. I quote from the letter which accompanied the novelty:

"The enclosed rubber check has a story behind it. It reminds me of the farmer who, when feed was scarce, fed his horse some sawdust with his hay—increasing the amount of sawdust and decreasing the hay, until soon the horse's diet was *all* sawdust. The farmer congratulated himself daily on how much money he saved. And it was all very fine until the horse died!

"This is very much like some of the hotel men who say, 'I can't afford Ozite for my hotel.' They preferred to 'save money' by not buying Ozite. Well, the profits, like the horse, died. Carpets wore out too soon, and so did the guests.

"So I say to you in these days of economy, don't make the mistake of paying yourself profits in rubber checks. Now is the time more than ever to save money on your carpets by doubling their life with Ozite. . . ."

## Welcoming New Accounts

One of my correspondents recently remarked that he found it especially difficult to write an acknowledgment letter on a new account. Such a letter, he felt, should be brief, appreciative, contain some reference to policies of the house, convey the impression that it is a pleasure to serve and that further business is anticipated.

I have taken from my files a letter used by a large stationery house, in welcoming new customers to the fold. Perhaps you may find it helpful:

"The purchases which you made last month are the first that we have had the pleasure of recording for your account. We want to take this opportunity to thank you for the confidence that you repose in us, and to hope that this will be the beginning of mutually pleasant relations.

"If, at any time, we disappoint you, in the filling of your orders, with an error in your bills, or in the lack of courtesy by one of our employes, don't fail to call us. We do want you to know that we stand for good service and appreciate your business."

"In our next" I will give you a letter which has been successful in reviving inactive accounts.

## Novelty Enclosures?

"What do you think of novelty enclosures?" inquires one of my friendly correspondents. Well, there's an easy one for you! Agnes, how do you spell noncommittal? About the best you can say is that when they are good they are very, very good, and when they are bad—they are pretty terrible.

If a novelty enclosure ties up logically with the subject of the letter (see Ozite example just quoted) then I am all for it; but if it has to be dragged in by the heels, merely for the sake of "doing something clever," then it is dangerous as dynamite. For the novelty usually absorbs the attention, and the customers forget all about your message.

I am especially in favor of novelties which spur the reader to action. Example: a letter just received in which two bright new pennies are enclosed in a cellophane sack and stapled to the message in a conspicuous place. I am to use the pennies for a postage stamp and write this firm for "pull particulars." Yes, the idea has been used before. But it works! And that's a very good reason for repeating!

## Cafeteria Department Stores

MEMPHIS—Clarence Saunders, chain store promoter, has announced plans for the inauguration of a chain of "department" stores throughout the country, which would carry drugs, bakery goods and various staples but would retain the general features of the cafeteria grocery plan. Memphis bankers are reported behind the undertaking.

# Significant Trends

• • • Indices of business activity for the closing week of last month reached the highest point touched this year. It is noted, furthermore, that most of the underlying factors whose upward movement in 1921 indicated a favorable turn are now in the ascendant.

• • • Commodity prices declined again last week, the Irving Fisher index number dropping from 75.6 to 75.3

• • • The cigarette price war in the retail trade came to an end this week, after two years' duration, when United Cigar Stores and Schulte chain stores announced restoration of the price of fifteen cents a package and two packages for twenty-seven cents. At these prices, at the wholesale rate of \$6.40 a thousand less 10 and 2, dealers make 25 per cent on sales by the single package and better than 16 per cent on pairs.

• • • Chain store sales in March were relatively much better than for some time. Twenty-nine chain systems reporting a total volume of \$101,442,113 were only 2.56 per cent below the 1930 level. The mail order houses with a total of \$44,819,299 had a decrease of 8.94 per cent.

• • • Bank clearings in 185 cities during March aggregating \$39,450,883,509 were 19.2 per cent more than in February—the first progressive gain of 1931. Compared with 1930, however, the volume was down 22.5 per cent.

• • • Many automobile companies report notably high March shipments. Studebaker, for example, sent out 7,011 cars compared with 6,321 in March, 1930, the largest monthly total since September, 1929, while Auburn had shipments of 5,649 cars, the largest for any month in the company's history and comparing with 2,499 cars shipped March, 1930. The output of the industry, however, scarcely showed the seasonal increase. April output, on the other hand, shows more than seasonal gains.

• • • Registration of automobiles in March, from the first four states reporting, totaled 18,278, a gain of 24.6 per cent over that of February but 39 per cent less than in the preceding March. Chevrolet had 5,751, 32.7 per cent more than in February; Ford had 5,275, a gain over February of 35.7 per cent.

• • • Sears, Roebuck began this week the sale of a free-wheeling device for Ford cars. The contrivance is made by Muncie Gear and is offered at retail for \$15.45.

• • • Ford Motor's earned surplus increased by \$44,460,823 to \$708,888,247 in 1930 compared with an increase in 1929 of \$81,797,861. Cash including notes, receivables, securities and patent rights went up from \$346,937,496 in 1929 to \$382,898,719. Sales are put at 1,500,000 motor vehicles, compared with 1,951,000 the year before. (An editorial note on another page of this issue discusses General Motors' operations in the same year.)

• • • General Motors' sales in the twenty-one years of its existence amounted to \$11,268,056,079, beginning at \$29,029,875 and reaching their apex of \$1,504,404,472 in 1929.

• • • Commercial failures in March numbered 2,604 according to R. G. Dun, only 1½ per cent more than in the preceding short month. Between February and March last year the number increased 3.8 per cent. But the number of failures last March established a new record for that month, the highest previous number, 2,463, having been reached in 1922.

• • • Steel mill operations have had difficulty recently in maintaining the scale of operations reached in the middle of March and scrap metal prices have sagged.

• • • Steel ingot production in March was at the rate of 54.74 per cent of capacity compared with 49.57 in February. This is the third consecutive monthly rise since December when the output was 38.57 per cent.

• • • Among distributors Great Atlantic & Pacific Tea makes a notable showing for last year. In the fiscal year ended February 28, 1931, dollar sales of \$1,062,000,000 were slightly more than 1 per cent above those of the preceding year, while net income of \$30,743,000 increased about 17 per cent. Tonnage of goods sold went up nearly 9½ per cent.

• • • International Business Machines' profits go on mounting in 1931, the first two months of the year having shown a gain of 5 per cent. Representatives of the company in all parts of the United States and abroad report unmistakable evidence of business improvement.

• • • Montgomery Ward sales in March dropped to \$17,601,123 from \$20,632,071 a year ago—14.69 per cent, due the management says to lower price levels.

• • • Eastman Kodak earned \$20,353,788 (\$8.84 a share) in 1930 compared with \$22,014,915 in 1929. The camera industry seems to be another fairly depression-proof industry.

• • • F. W. Woolworth sales in March amounted to \$21,723,647, a decrease of 3.3 per cent, ascribed by the management to the fact that March last year had five Saturdays and March, 1931, only four.

• • • Net profits of 400 corporations compiled by Ernst & Ernst declined 43.16 per cent as compared with 1929—a sad showing. There is some comfort in knowing that in 1921, compared with 1920, the decrease was 83.9 per cent—a descent from which we recovered bravely.

• • • B. F. Goodrich has reduced wages in line with similar cuts by Goodyear Tire & Rubber.

• • • Tariff barriers in Europe against American goods are foreseen by James D. Mooney, vice-president of General Motors in charge of foreign sales. He thinks our export business will remain small if the United States does not enter the field of international bargaining.

• • • Senator Wagner of New York says we must find a way to add \$40,000,000,000 to our wage distribution if the people of the country are to enjoy comfortable lives and if trade is to expand.

# The Human Side of Selling

HERE is a chap who has friends, is good looking, who appears at first glance to be an ideal selling type, yet his record shows that he is a perfect dud. Here is a little runt who knocks them down right and left and brings in the orders month after month. Why is it?

For some unaccountable reason many people seem to have the idea that a man who sells is a man who "puts things over" on other people. This is probably an outgrowth of the old days when salesmen were called drummers, and their principal stock in trade was a pocket full of black cigars, a head full of questionable stories and a pocketbook big enough to keep on buying drinks as long as the other fellow could hold them. It was considered perfectly legitimate twenty-five or thirty years ago to load up a man with as much merchandise as you could bill him regardless of whether or not he was going to be able to dispose of it. But selling is on a different plane today and as practiced by most salesmen, certainly the successful ones, is honest, clean, aboveboard and absolutely devoid of mysticism.

Successful selling calls for a knowledge of sales fundamentals plus a knowledge of how to use those fundamentals under varying circumstances.

In this respect selling is like any competitive human activity—you must know the basic principles and play according to the rules.

There is no secret about Bobby Jones' success as a golfer. He is today the world's greatest golfer because he has the clearest understanding of the basic principles of good golf plus the knowledge, born of experience, of how to apply those principles under all of the various conditions and circumstances with which a golfer may be confronted in the course of a round. The reason the average man is a dud at golf is simply that he does not thoroughly understand what to do in a given situation. Jones does know.

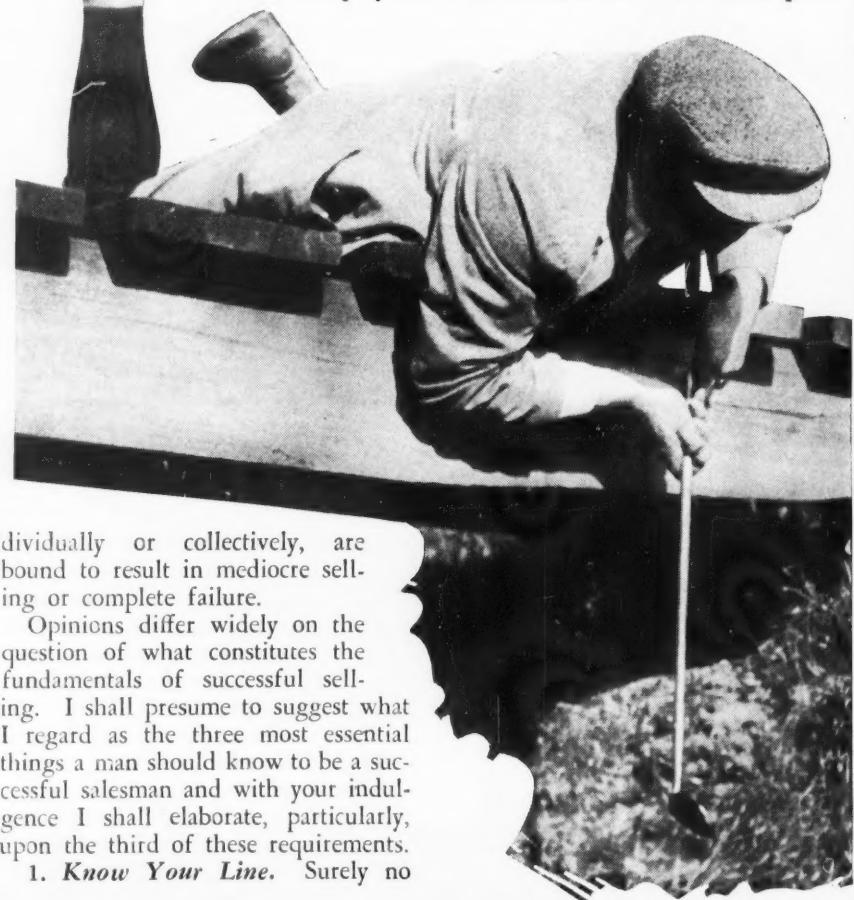
Now in selling, just as in golf, there are certain simple, underlying fundamentals which, if overlooked in-

We hammer, with great regularity, on the "how" of successful selling. We talk about measuring markets, about budgeting for profit, about the quest of methods for improving our products. We too often forget the importance of what this writer calls "the human side of selling." The check list Mr. Dugdale provides here can well be applied by any executive to check his own assets and liabilities. And it can certainly be passed on to the sales force to help the men help themselves toward greater sales success.

BY H. K. DUGDALE

*Vice-President, Van Sant, Dugdale & Corner, Inc., Baltimore*

If you have ever watched a good golfer play a round of golf you have probably noted that getting into trouble doesn't bother him a bit. When he finds his ball in a bad position, instead of bemoaning his fate he studies how he can play it out and still make the hole in par.



dividually or collectively, are bound to result in mediocre selling or complete failure.

Opinions differ widely on the question of what constitutes the fundamentals of successful selling. I shall presume to suggest what I regard as the three most essential things a man should know to be a successful salesman and with your indulgence I shall elaborate, particularly, upon the third of these requirements.

1. *Know Your Line.* Surely no

man can expect to do a successful job of selling any particular product unless he knows first of all just how that product serves and benefits those who buy and use it; and secondly, how the product is made, what its advantages are, what its limitations are, how it compares with competitive products in the same field. Very few salesmen of my acquaintance have ever done much digging around for themselves in an effort to learn more about the line they represent. They accept as gospel truth what is told them by the sales manager and other officials of their company. They jot down in their mental notebooks things they pick up at sales conventions, jobbers' meetings and so on, but very few of them display any real curiosity when it comes to exploring for additional information which may enable them to present their line more effectively to their prospects.

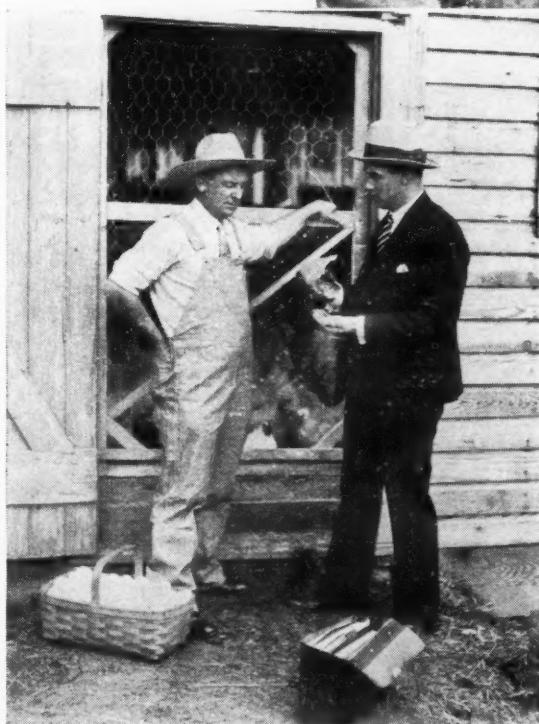
**2. Know Your Prospects.** This simply means know people—acquire a keen, sympathetic understanding of humanity so that you can, intelligently, "size up" your prospect or customer—appreciate his whims—recognize his little personal peculiarities and properly classify them. There is as much difference between one individual and another as between day and night, and it has been definitely proven in sales management work that even though a star salesman may fail completely to sell 60 per cent of the logical prospects in a given territory, another salesman is just as apt to be able to walk into that territory and "clean up" where he fell down. That is simply because different personalities click differently with other personalities. The reason so many salesmen fail to click with certain prospects is because their limited knowledge of people in general prevents them from properly classifying those prospects, properly under-

standing their individual peculiarities and, having done so, properly capitalizing them.

**3. Know Yourself.** Most of us have spent years in studying our line. It is equally true that most of us have known our customers and prospective customers for years, and have tried as far as we were able to understand them, to know their needs and to help them. But the biggest obstacle in the path of success for most of us is the plain fact that we do not know enough about ourselves. It has frequently been said that the average man greatly underestimates his own strength, his own capacity. In fact, there probably are far more men engaged in selling work today who un-



Very few salesmen display any real curiosity when it comes to exploring for additional information which may enable them to present their line more effectively to their prospects.



derestimate their ability than there are men who overestimate it.

Three things therefore are involved in every sale: the thing to be sold, the man to whom it is to be sold and the man who sells it.

Let's discuss that third point a bit further because it deals with the most important link in the chain—you.

I think you will agree that in making an effective sale it is absolutely necessary that the buyer have confidence in you. If you check with me this far, you will probably also agree that it is not very difficult for a man who has confidence in himself to instill confidence in the breast of the other fellow. We usually have con-

(Continued on page 74)



All photos on these pages by H. Armstrong Roberts

# Pabst Gives Its Salesmen

Pabst officials say the company's new sales portfolio:

- ¶1. Registers on the prospect through eye appeal;
- ¶2. Provides something new to show old prospects;
- ¶3. Enables the salesmen to carry sales materials conveniently;
- ¶4. Sells the salesmen themselves on the merits of the line;
- ¶5. Sells customers more effectively;
- ¶6. Helps the salesmen sell the entire line.

THE exceptionally elaborate and complete sales portfolio introduced to its entire sales organization about March 1 by the Pabst Corporation, Milwaukee, manufacturers of beverages and food products, has been welcomed enthusiastically by the Pabst-Puritan salesmen and has already proved its effectiveness in selling, according to Walter R. Greenlee, advertising director.

The portfolio consists of ninety-four pages, fifteen by eleven and a half inches, lithographed by the offset process on ninety-pound offset paper, in a book-type, Chicago screwpost binder of stiff boards lightly padded and covered with fabrikoid to represent blue levant leather, with a folding wing buttoned to the back to serve as an easel when the portfolio is set up for use. In addition, limp cardboard leaves are inserted front and rear and between the sections.

Instead of being punched and reinforced for binding, each leaf has a linen strip about two inches wide pasted to its left margin to serve this purpose. The linen margin not only is more durable, but it is also more flexible than the heavy paper and the leaves, therefore, have a tendency to lie flat, wherever the book is opened.

The complete portfolio weighs seven and a quarter pounds.

The copy tells the complete story. The typography is beautiful and is somewhat varied, but for a sales presentation, the type is comparatively small, being intended for reading, rather than hasty scanning. A blue line border frames each page and on many pages the copy is printed on a colored panel and further emboldened by the use of decorative figures.

The art work is strikingly colorful

and beautiful and is perhaps the most notable feature of the entire portfolio. Every page is appropriately illustrated. Reproductions of photographs showing manufacturing processes in connection with each product are exceptionally clear and sharp and most of them are framed by a colored border; those of the products themselves, the containers, posters, dealer helps and the like, are nearly all in full color. Add colored maps, charts, drawings, captions, numerals and decorations and one can readily visualize a work that is very colorful indeed.

The first four pages are devoted to the history and growth of the Pabst Corporation, beginning with the first little brewery in 1844 and sketching

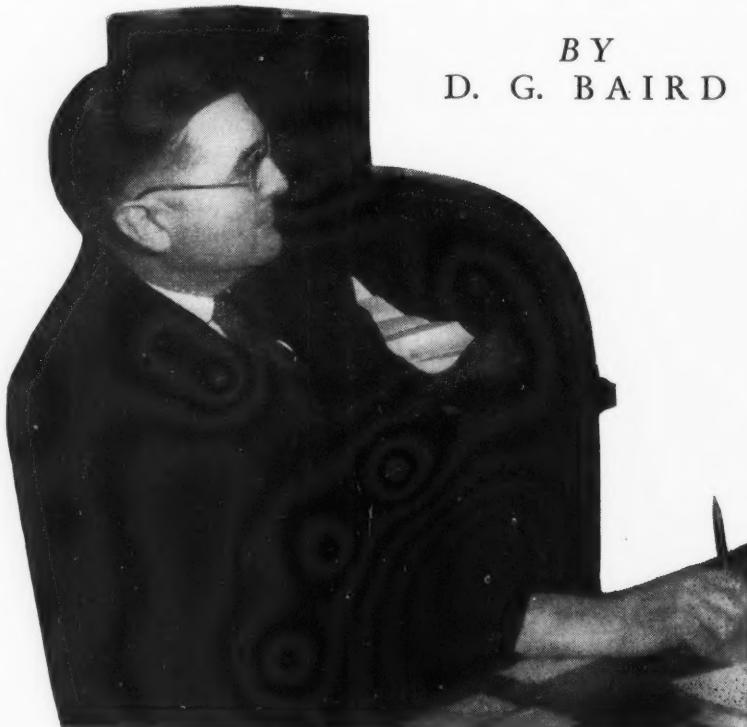
the notable events that have since transpired, leading right on up to 1931, when the corporation is said to be in the best condition it has ever enjoyed. When, in 1920, malt beverages with more than one-half of 1 per cent alcoholic content became illegal, many brewers were forced out of business, but Pabst promptly developed other products and came back stronger than ever. Ginger ale and other beverages, then cheese and cheese foods, malt syrup and other products were introduced and popularized by extensive advertising. It is interesting to know, in this connection, that in 1930, Pabst spent twice as much money in advertising as it spent in any one year before prohibition.

This chapter is illustrated by half-tone reproductions of old photographs showing the steady growth of the business, each cut supplemented by a colored drawing of some mode of transportation in use at the time.

Other chapters are devoted to "Pabst-ett," Pabst cheese, dry ginger ale, "Blue Ribbon Brew," malt syrup, and Puritan malt.

While the sequence differs in some chapters, each chapter discusses eight phases of the subject: why the product is better than competing ones, the product in the making, how it is

BY  
D. G. BAIRD



# New Visual Selling Plan

packaged and packed, cooperative advertising of this product, sales boosters, a chart of the House of Pabst showing the plan behind the making and selling of the product, a distribution map of the United States showing location of distributors of the product and a profit story.

The chart of the House of Pabst is the same in every chapter, but as Mr. Greenlee says, it is considered so important that it is worthy of repetition. The plan begins with quality products and aims to create satisfied customers through a chain of live, active salesmen, jobbers and retailers.

The distribution maps are also similar, of course, but not all the products are distributed by the same number of jobbers, in the same cities.

Why the product is better is summed up as eight talking points in each case. These are the things the Pabst salesman himself should know about

The type of selling tool described here is one which is flexible enough to apply to literally any type of business. The visual selling plan is effective in two directions: it undoubtedly commands attention from the difficult prospect who refuses to listen—and it helps the salesman give organization and direction to his sales talk. A full description of the make-up of the Pabst portfolio is given in this article.

the product, as well as what he should tell his customers and prospects and what they, in turn, should know and tell their customers.

The sections devoted to the product in the making are all illustrated by excellent reproductions of action photographs taken in the factory. The copy usually tells of the inception and development of the product and always follows it through the different manufacturing processes.

The containers of all sizes and the display cartons are reproduced in actual colors and their advantages are emphasized.

Examples of national newspaper advertising which, on most of the products, appears in leading newspapers from coast to coast, local advertising over the distributor's imprint, cooperative dealer advertising and electros and

mats that are available to dealers are reproduced. Some of the national newspaper advertising this year, by the way, is going to bring back memories of other days by reproducing some of the actual Pabst beer advertisements that were published twenty or more years ago.

A wide variety of sales boosters, such as window cards and cut-outs, hangers, easels, recipe booklets, window banners and streamers, three-sheet posters, and decalcomanias, are reproduced in full color.

The profit stories on the different products are worded somewhat differently, but all emphasize quality, consumer demand, advertising and sales effort which combine to give the dealer a rapid rate of turnover, with a fair margin of profit on each turn, hence a greater total profit. The fact that the products are carried by practically all chain food stores is stressed as a favorable indication, instead of being avoided, as some manufacturers who sell to both chains and independents undertake to do.

Mr. Greenlee sees many advantages of what he refers to as the "portfolio idea of merchandising." Chief of these are:

1. It appeals to the eye;
2. It is new to old prospects;
3. It enables salesmen to carry everything conveniently;
4. It sells the salesmen themselves;
5. It sells the prospects and customers better;
6. It enables the salesmen to sell the entire line.

The value of visual selling has been repeatedly proved in recent years and its many advantages have been pointed out so many times in this magazine, it is hardly necessary to repeat them here.



The big colorful Pabst portfolio has about all the eye appeal the printer's and binder's arts can produce.

It is new to old prospects, hence it gives the salesmen a legitimate reason for calling on them again, with reasonable assurance that they will receive an interested hearing.

It equips salesmen with "everything" in a single portfolio. "It has become absolutely impossible for our salesmen to carry the entire line of Pabst products in their grip, along with the numerous schedules, policies, exhibits, correspondence and other things they have to cart around with them," Mr. Greenlee said. "With this portfolio, they have practically everything they need in selling and they

this portfolio they never knew before, and they learn them thoroughly from repetition. They learn the history of the company and we consider that of utmost importance in our case, because it shows how this business, which is now eighty-seven years old, has been built on quality. We consider this first chapter so important that we instruct our salesmen to begin with it every time, regardless of the product or the prospect. Sell the House of Pabst first and it will be easier to sell Pabst products. Then it tells the salesmen how the different products are manufactured, and so on—all in one book.

"It sells prospects and customers better because it presents a logical,

familiar with the experiences of others, but still ours had to be put to the test.

"The first test was with a distributor. Our distributor in one city had dropped out and it was necessary to appoint another. Our representative interested a prospect, held a meeting with his salesmen, and went over this portfolio with them. As a direct and immediate result, this distributor took on the entire Pabst line, bought several new trucks, hired some more salesmen and now is hitting on all six."

There is more copy in the Pabst portfolio than any busy prospect is likely to read or listen to at one sitting, but it is there for a purpose. The salesman familiarizes himself



*The Kansas City Sales Division getting its first look at the new Pabst portfolio at a meeting on March 14.*

have several things they could never carry before. Take these big window cut-outs, easels and cartons, for example. They are beautiful things and they are wonderful sales boosters, yet our salesmen couldn't carry them around to show their prospects what helps we were prepared to furnish them. They could carry photographs, but those would not show the rich colors; we could have small samples made, but that would be expensive. Here they have the whole line of helps, containers, display cartons and all such things reproduced in actual colors. The salesman doesn't have to say, 'You just oughta see it,' he says, instead, 'Just look at this!'

"It sells the salesmen themselves, too, because they learn things from

Another effective visual presentation plan outlined in a recent issue was "What a Visual Sales Presentation is Doing for Ditto, Inc." (February 7, 1931).

complete and interesting story much better than the salesmen can tell it orally.

"It enables the salesmen to sell a longer line because everything is right there and practically every customer and prospect is at least going to scan through the whole portfolio. Without the portfolio the salesman who has just got an order for one thing may say, 'Now, how about some of this other' and the prospect promptly and firmly says, 'No.' With the portfolio the prospect himself discovers and becomes interested in the other products and is more than likely to supplement his order.

"The portfolio has been in use only a few weeks, but we are already assured of its success. We were reasonably sure of that before we ever began to compile it, of course, because some of us have had previous experience with sales portfolios and we are

thoroughly with it, then as he turns through the portfolio with a prospect, he points to the illustrations and tells him the story briefly, perhaps reading a passage here and there. If the prospect is particularly interested in some phase of the subject, he may read all about it himself, however.

## American Telephone Names Arthur Page a Director

NEW YORK—Arthur W. Page, vice-president in charge of public relations of American Telephone & Telegraph Company, New York, largest corporation in the world, has been elected a member of the board of directors to succeed the late Henry S. Howe. Mr. Page was formerly a member of the publishing firm of Doubleday, Page & Company (now Doubleday-Doran).

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# Standard Brands Sells Two Markets with One Film

**S**TANDARD Brands, Inc., has gone Hollywood and completed a full length feature picture of eight reels to do a double job of training its sales force and in cut form to sell the institution to its dealers.

The idea for a sales film originated when the expense of the normal type of sales conventions was figured. Heretofore Standard Brands held sales conventions in only key cities. To these conventions came executives to tell what the company was doing. Handicaps of this procedure were two. It cost about a month's time of high-priced executives and only a fraction of the sales force of the company could directly benefit by these meetings.

With the new film it is expected to have conventions in thirty-six cities so that very few salesmen will be left out. In fact many of these meetings, where the film is to be shown, will be held on Sundays so that salesmen traveling some distance away from the meeting can drive in Saturday afternoon, go to the meeting Sunday and be back on the job Monday morning.

Since the company sells to two fields, bakers and grocers, the picture attempts two merchandising jobs. To bakers, it sells yeast. The more business bakers do the more yeast it sells. Hence the present radio broadcasting campaign to boost "Three Bakers," plus intensive merchandising effort of the dealer service division, explained in the March 21 issue of *SALES MANAGEMENT*. The new picture shows, therefore, how the baker through the efforts of the Standard Brands solicitor (salesman) makes himself a better merchant.

To grocers the company must sell quick turnover in handling nationally advertised products such as Royal baking powder, Fleischmann's yeast and Chase & Sanborn coffee, with the idea of dated coffee in relation to customer acceptance and reduced inventory. To reach both the grocer and the baker, the new picture features a German baker and an Irish grocer, friends of long standing. Enter the love motive of the daughter of the baker and the son of the grocer. Enter Standard Brands, Inc., with the solicitor who points the way to success for the baker, the way to despair for the grocer's son (jealousy motive). Came the light of reason to the grocer, light of love to his son. And they lived happily ever after.

*(Continued on page 80)*

*Many yards of words wouldn't have explained half so well as these few feet of film how to turn an old-fashioned shop into a modern bakery. The three steps of change in the interior are shown at the right; the store front below.*





Photo by  
H. Armstrong Roberts

*"You're paying seventy-five cents for golf balls? I can get 'em for you at wholesale!" Here is another racket that is costing both manufacturers and consumers lots of money.*

# "I Can Get It for You at Wholesale"

BY HERBERT KERKOW

THE sales manager of the golf ball department of a rubber company is troubled no end by requests from salesmen in other departments that they be allowed to sell their customers quantities of golf balls at wholesale prices. This practice is expensive, because of the executive time involved and the cost of bookkeeping special orders. But most important, the very buyer who is favored by such a special discount is frequently small enough to boast to his local club golf pro and the whole locker room that he bought the balls as cheaply as the pro did, and that he is a "robber." Good-natured kidding of this kind has a way of getting under the pro's skin and rightly so.

But it isn't always the salesman in other departments who initiates the request to sell a customer balls at a discount. Recently a local branch officer of a large automobile company wrote to the rubber company's golf ball department requesting a cut price on balls, stating as his argument that his company bought a great many rubber whatzits from the rubber manufacturer and therefore it would only

be courteous that golf balls be sold to him at a discount. The golf ball department sales manager, with this letter in his pocket, called on the automobile executive and asked to buy a car at a discount. In arguing for this discount, he stated that his company bought trucks from the auto maker and therefore he should be allowed a discount on the purchase of a passenger car. The auto executive demurred, pointing out the pledge he had with his dealers. The sales manager admitted this but insisted the case was special. The auto maker retaliated that never was there a special case in matters of this kind. That statement was exactly what the sales manager was waiting for, whereupon he took out of his pocket the auto maker's letter asking for a discount on golf balls. You can guess who was embarrassed.

That practices of this sort exist is largely due to a prevalent type of individual. You have probably met him in the Pullman smoking car or over the bridge table. He's a smart individual, by his own admission. He gets so much more out of life, makes

his income go so much further. He never pays the published price for a nationally advertised article of merchandise, particularly when it is in the higher price class. No, siree! What's more he'll do you a favor. He'll tell you where you can get it wholesale.

Maybe. He has told you how he got a Eureka vacuum cleaner at a \$12.00 discount. In the same breath he was proud to have you know that he bought his suit, at a 20 per cent discount, right from the manufacturer. In fact he'll give you a letter to this manufacturer so you can save 20 per cent too. Well, you won't.

There are so many of his kind that clothes manufacturers or wholesalers are running a very lucrative racket to snare just this type of bargain hunter. These manufacturers who sell you at a discount when you present a letter from a "friend" sell you and others who fall for it, but do no regular wholesale business. In reality their offices are retail selling offices. They keep their factory busy making clothes for people who want to buy just as you do. Their discount is, of course, fictitious, either because they sell no

regular retailer or because they are primed for your coming and sell you at a special mark-up to handle cases of your kind.

Perhaps your "I-can-get-it-for-you-at-wholesale" friend may know a one-flight-up place where you can buy an almost complete variety of things. He will have received a folder in the mail listing a wide variety of well-known standard priced merchandise offered at discount. This folder begins: "Save money on everything for your family and your home."

"Discounts range from 15 per cent to 50 per cent. Anything you can think of at a discount. Radios at 30 per cent discount. All leading makes, newest advance 1931 models, real marvels of perfection in tone, cabinets of distinctive artistic beauty, Radiola, Zenith, Majestic, Atwater Kent, Westinghouse, Kolster, Victor, Crosley, Philco, Stromberg-Carlson."

But here's the joker. Right next to the mention of discounts on nationally advertised products, you will read something like this: "Men's clothing, suits, topcoats, overcoats, and full dress at wholesale prices. Ladies' suits, coats and dresses at wholesale prices." Naturally none of these are nationally advertised brands. None have a standard price. Your bargain sense is aroused by the discounts offered on

from the jobber's catalog at a discount. This proposal is usually couched in such a way that the recipient organization believes the jobber is able to do this because of the volume of buying a large organization can muster through its employes. The jobber sends along with his catalog, under the title of the industrial sales division, small numbered cards, bearing this type of legend: "Wholesale privilege card. The bearer, . . . . . an accredited official or employe of . . . . . is privileged to wholesale discounts on all cash purchases. Signed . . . . . company official." Company officials never seem to figure, apparently, that the doubtful benefit this buying privilege gives their employes hardly makes up for the loss of time within the organization to send the catalog around, make out the privilege card and otherwise handle the matter.

So prevalent is the wholesale discount racket in the furniture field, that a furniture manufacture of high quality makes a special issue of the matter in a recent letter and four-page folder sent to decorators. This letter reads:

"We have been asked so many times recently as to when we intended to have a discount sale that we feel we ought to tell just why the Palmer &

letter, under the heading "Discount Sales—?" provides food for thought with these statements: "As far as furniture is concerned, the department stores today seem to appeal to the public in their advertising on a price basis only. Quality does not enter into the argument. The entire appeal is one of discount, usually 33 1/3 per cent and 50 per cent off. Do you ever stop to think—off of what?

"Most of the furniture offered at these discount sales is of two kinds:

"First: Sample pieces and old and discontinued models, out of style, bought at greatly reduced prices from the manufacturer.

"Second: Goods made up by manufacturers at greatly reduced prices at the instigation of the department stores for the sole purpose of discount sales. Isn't it perfectly natural that the manufacturer will save every penny that is possible both in material and workmanship, when manufacturing goods under such conditions?"

If the discount maniac wants you to make a special exception of his case and cites, to strengthen his arguments, houses that have given him discounts, just ask him "discounts off what?"

## Better Merchandising, Fewer Layoffs Sought by New Englanders

BOSTON—"Aggressive merchandising" ranked second only to "hold lay-offs to a minimum" among fourteen recommendations of 739 executives in a program for New England industry in 1931 developed under the direction of the industrial committee of the New England Council.

Five hundred and thirty-four executives urged reduction in lay-offs by eliminating overtime and then reducing weekly hours.

Five hundred and one emphasized merchandising. These suggested the analysis of past sales for more profitable lines, customers and territories and the concentration of sales efforts on them; improvements in quality and utility of product and in the attractiveness of package, development of new uses for present products and of new products to meet new or changing needs; more consistent advertising and greater efforts to get dealers' cooperation to order in advance of seasonal requirements and to budget their requirements in order to buy on a more regular basis; consideration of opportunities for exporting, and improvement in the sales organization to bring about more orderly marketing.

The manufacturer who allows himself to be imposed upon in the matter of furnishing goods at wholesale prices as a matter of special accommodation is running the risk of losing the cooperation of his best sources of profitable business. As for competition from the "gyp" wholesale outfits, this delightful myth can easily be exploded by showing consumers how they are being baited at their own expense.

standard priced merchandise. You go in to buy a radio of well-known make at those marvelous discounts. Perhaps they may be forced to sell it to you at a discount. But before they do they'll make a stiff fight to sell you a suit or a coat. Whatever you may have saved on the radio you are sure to lose on the coat. On the unbranded merchandise you take the beating, and it's a good one because it has to pay for the loss on the well-known merchandise. Sweet racket. Page Mr. Barnum!

Jobbers, usually in the jewelry field, will approach a large business organization with the proposition that the employes of this organization buy

Embry Manufacturing Company does not resort to this type of selling.

"To explain our position, it seems necessary for us to describe to you and to your clients what the furniture discount sales are, and in stating these facts we in no way intend to criticize those who find it necessary to hold such sales.

"Armed with the facts we believe you would be better able to explain to your clients the injustice to you, to them and to us if we held a sale.

"If you will be kind enough to take the time to read the enclosed pamphlet, we believe you will understand and appreciate our position."

The "pamphlet enclosed" with the

# Drug, Inc., May Acquire Squibb; Would Use Name on Rexall Line

BY LAWRENCE M. HUGHES

**E.**R. SQUIBB & SONS, seventy-three-year-old pharmaceutical house, may soon become a subsidiary of Drug, Inc., largest manufacturer-retailer holding company in the drug industry.

Negotiations, in progress for about a year, are now being carried forward rapidly, SALES MANAGEMENT learned this week. Although definite decision has not been reached, officials of Squibb are said to favor Drug's offer in excess of four-fifths of a share of Drug for one of Squibb.

Drug was listed on the New York Stock exchange this week at about \$74, near its top level for the year. Squibb common is listed at about \$48.

The merger is being projected, it is understood, to put the Squibb name—for many years symbolic of quality in this industry—on its line of Rexall products, now being sold by some 10,000 agents and by the 700 Liggett stores in the United States and Canada. In addition to wide manufacturing interests, Drug also controls the 860 Boot's stores in Great Britain.

Another of its private lines is Puretest. The Liggett stores have been criticized at times for attempting to substitute Rexall or Puretest for "nationally advertised" products. Some of this substitution has been directed against Squibb, which in recent years has spent \$1,500,000 annually in advertising (on a sales volume of about \$15,000,000) to emphasize the slogan, "The priceless ingredient in any product is the good name of the maker," and the four "pillars" on which the business has been built, "Uniformity, Purity and Efficacy," which, combined, make "Reliability."

Some delay in the progress toward merger has been caused by uncertainty as to the attitude of the Federal Trade Commission. In spite of the desire of many business and Governmental groups to modify the anti-trust laws, Attorney General Mitchell is now waging a vigorous campaign against suspected offenders.

The situation is further complicated by the report that Parke, Davis & Company, Detroit pharmaceutical house, is also seeking Squibb. Although not so well known to the public, Parke, Davis has built up a

business, chiefly among hospitals and doctors, several times as large. Its assets are now about \$40,000,000, as against \$11,000,000 for Squibb, and its earnings last year were nearly \$7,500,000.

In its industry, Drug, Inc., is dominant, and in Drug Louis K. Liggett, chairman of the board, is the outstanding factor. (Mr. Liggett, incidentally, is a factor in other large industries, the seat of whose operations, usually, is in New England. Among these are Winchester Arms and Bigelow-Sanford Carpet Company.) Carleton H. Palmer is president of Squibb.

The assets of Drug, Inc., at the end of last year were \$171,159,085; the net income was \$21,123,430—respectively more than \$13,000,000 and more than \$4,000,000 larger than at the end of 1929. It was one of the few companies to report a substantial increase in earnings for 1930.

In addition to serving directly about one-fifth of the drug stores in the United States, Drug controls, through the Louis K. Liggett Company and other retail divisions, some 1,600 drug stores in the United States, Canada and Great Britain. Established only three years ago, as a holding company for the Liggett and other stores and the United Drug Company's manufacturing interests, its expansion has been rapid. Until now the largest of its acquisitions was Sterling Products, Inc. (California Syrup of Figs, Bayer's aspirin, Cascarets, Diamond dyes, Phillip's milk of magnesia, Danderine, Pape's Diapepsin and others). Among the more recent acquisitions were Life Savers, Inc.; Bristol-Myers Company (Ipana tooth paste, Sal Hepatica, Ingram's shaving cream, etc.); Vick's VapoRub and Vitalis, a hair preparation, the purchase of which from Lewis Brothers, Inc., was announced in last week's issue of this magazine. Three-in-One Oil Company was taken over in 1929; Household Products, Inc., (Charles H. Fletcher's Castoria, Dr. W. B. Caldwell's Syrup of Pepsin, etc.) in 1930. Last year also United Drug obtained exclusive manufacturing and selling rights to Mum, a toilet preparation. Among other subsidiaries are companies manufacturing



C. H. Palmer, president of E. R. Squibb & Sons

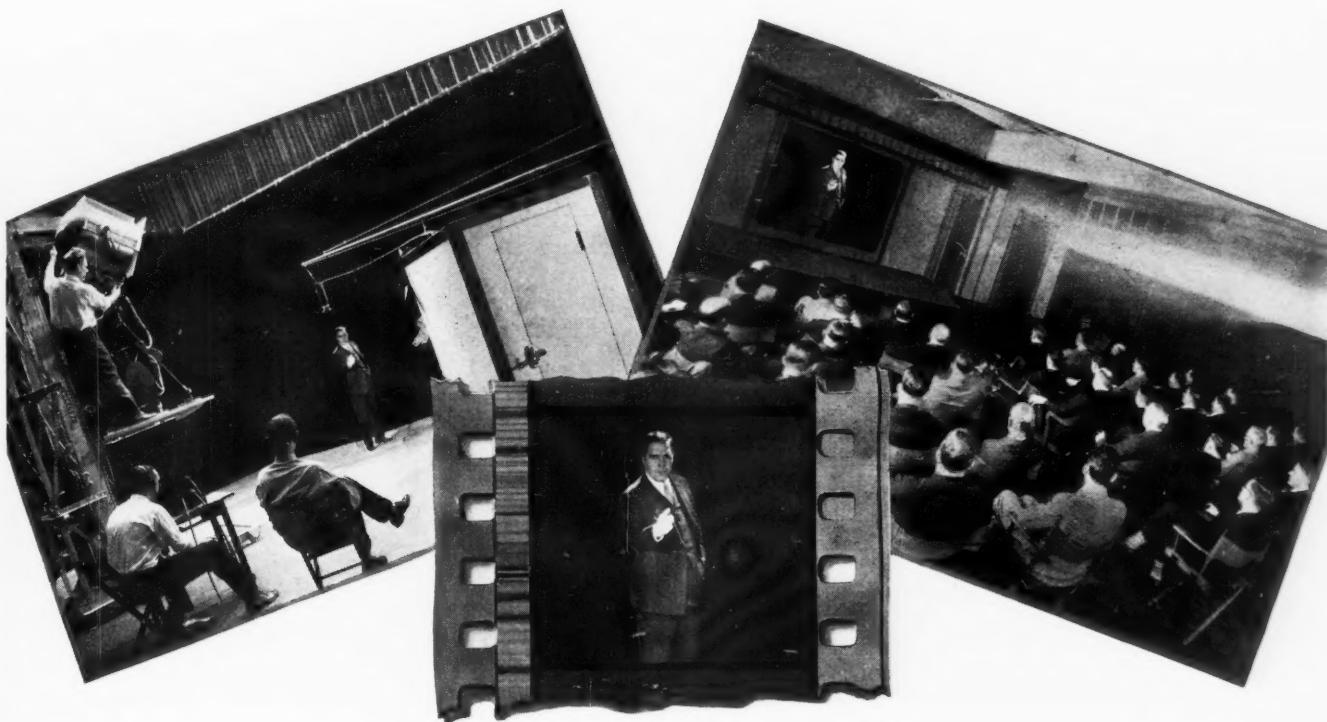
rubber, cotton, food, candy and paper products.

The Louis K. Liggett Company also extended its operations last year, mainly through acquisition of the 106 stores of the Owl Drug Company.

Should the Government sanction the proposed Drug-Squibb combine, it is probable that other prominent concerns will also enter its fold. A large interest in Drug is believed to have been held by Kidder, Peabody & Company, Boston and New York financial house. Upon Kidder, Peabody's reorganization a few weeks ago, this interest is reported to have passed to J. P. Morgan & Company. Since the present head of the House of Morgan obtained his first "job" with Kidder, Peabody, forty-five years ago, relations between these two financial houses have been fairly close.

A large Morgan interest in, or a Morgan control of, Drug would add considerably to its backing and prestige and would provide a basis for a wide expansion program. "Morgan" men (Lamont-Corliss & Company) are also active in Sharp & Dohme of Philadelphia and Baltimore, which for many years has ranked with Squibb, Parke, Davis and one or two others as the largest suppliers to the medical profession.

(Continued on page 68)



## Multiplying the Executive

PROGRESSIVE national organizations are saving money and executives' time by sending talking pictures of their executives to appear and speak before the men in the field.

Talking pictures provide the ideal economical way of bringing the home office viewpoint to the field. There is no limit to the number of meetings a speaker can address. Each talk is given just as it was approved—at the speaker's best. Gathered conveniently

together in small groups, the men see him and hear him as clearly as if he were there before them. Time and expense are cut to the minimum.

After more than three years of comprehensive experience with all methods of talking picture production, and with a background of fifteen years in silent motion pictures, Jam Handy Picture Service is equipped with the most up-to-date sound studios and equipment for all kinds of sound pictures, entirely under its own control.

*Every picture we have ever produced has helped accomplish the buyer's purpose.*

## Jam Handy Picture Service

Jamison Handy, President

Slide films  
Motion Pictures

6227 Broadway, Chicago

Western Electric  
SOUND SYSTEM

NEW YORK, CHANIN BLDG. — DAYTON, REIBOLD BLDG. — CLEVELAND, HANNA BLDG. — DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE UNITED STATES.



Photo by Ewing Galloway

*Local customs are frequently paradoxical. On this road-making job in India the road boss rides a camel while the most modern of American machinery is used for building the road.*

## Does It Pay to Establish Factory Branches Overseas?

ONE of the first American factory branches ever established in South America—it must be twenty years old—has just been taken over by a well-known importer in that market. Twenty years ago he was operating on a shoe string. Now he takes over the local branch of one of the largest American manufacturers.

This incident serves once more to call attention to the relative merits of factory branches overseas as compared with working through strong local people. It is the difference between salaried help and partners. Making due allowance for exceptional cases, I think the partnership policy is better. Especially in the long run. In boom times the factory branch may prosper but in off years, and they have a way of cropping up, an asset may well become a liability.

If you have been selling through a strong distributor the overhead is absent. He risks that. But that is not all. Being on the ground, and in business for himself, he can make quick decisions that a branch manager would hardly have the authority to do. And without meaning to reflect on salaried managers, after all, there is nothing like being in business for yourself to sharpen the wits. As somebody once said, the best way to

BY FRANKLIN JOHNSTON

*Associate Editor, Sales Management, and  
Publisher, The American Exporter*

learn geography is to own a tramp steamer.

There is still another advantage of a policy of working only through distributors. It attracts the best type of merchants. They are not antagonized by the suspicion that when, as and if sales reach a certain point they will lose the franchise and a factory branch come in. One of the most successful motor car companies is said to have a policy that no distributor can be cancelled out except over the signature of the president of the company—who happens to be a very big man. That reputation is one of that company's greatest export assets. Especially now.

I recently had occasion to look over some questionnaires involving a com-

modity, three brands of which are sold abroad through American factory branches. But the brand which is mentioned most frequently in these questionnaires is one which is sold only through strong local distributors. That manufacturer has one of the strongest chains of distributors I have ever seen. And I never heard of one relinquishing the franchise.

And no matter how good your product is it is only as good in any overseas market as the local distributor. The relative rank of various American lines in similar markets is often so different as to be extraordinary. A few years ago Chevrolet was selling sixteenth in one South American country. And third just over the next frontier.

### Sign of Manhood

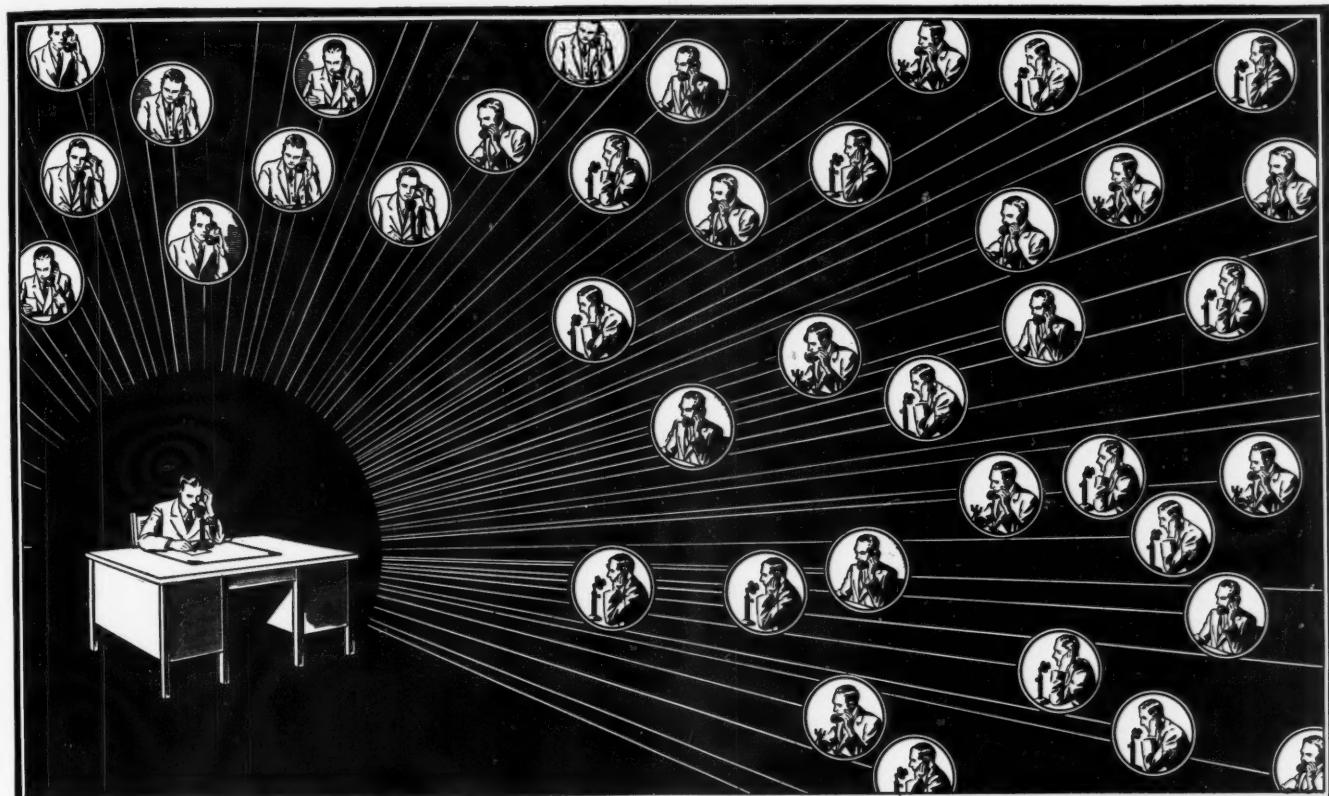
LONDON—The Briar Pipe Trade Association held a National Pipe Week in Great Britain recently, the keynote of which was that the pipe is a "sign of manhood." The campaign was supported by press advertising and dealer interest was stimulated by a window display contest. Feminine appeal was made by the inclusion of a woman smoking a cigarette but saying, "I like to see a man smoke a pipe, don't you?"

To subscribers to this magazine, the Export Data Bureau will furnish, without charge, specific information about overseas markets. The facts are authentic and up-to-date. Due to the difficulty of compiling this information, two or three weeks are required for answering inquiries.

★

# OUT-OF-TOWN SALES INCREASED

## Selling cost decreased . . . through this Telephone Merchandising Plan



THE TELEPHONE is helpful at all times in transacting inter-city business, but it is especially valuable when a definite plan is followed.

An automobile distributing firm adopted a Long Distance merchandising plan presented by the local Bell Company. This plan included direct selling to dealers in three states by telephone; the use of Long Distance advertising material to cover 2000 potential parts customers; and the training of the firm's personnel on telephone sales work.

The general manager writes: "We have been very successful in increasing our sales volume materially since the start of the plan; and our selling cost has decreased beyond our fondest hopes."

A machinery company on the west

coast had bought the output of a bankrupt concern. A telephone representative suggested a Sequence Calling Plan to dispose of the equipment. In three days, 256 customers in four states were solicited by telephone, and \$6000 worth of machinery was sold at a sales cost of about 1%.

Your local Bell Company has trained men who will gladly help you devise a telephone merchandising plan to fit your particular needs. Long Distance charges are surprisingly low: St. Louis to Indianapolis, \$1.10. San Francisco to Philadelphia, \$8.75. Cleveland to Pittsburgh, 70 cents. These are station-to-station day rates; evening and night rates are still lower. Develop your inter-city business by telephone . . . quick . . . inexpensive . . . most effective.



# Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, APRIL 8.—Fear of a general wage break is finding expression among officials in Washington and is the most widely discussed subject this week. So far, although there has been much publicity on wage reductions, officials do not consider the present tendency as seriously dangerous; but they are of the opinion that should a general reduction take place it may prolong the depression for two or three years.

**Experience of the Depression** has taught manufacturers practically nothing if they engage in extensive wage cuts, is the opinion of Nelson B. Gaskill, probably the keenest unofficial observer in Washington of national economic conditions. "A general reduction in wages at this time," he said, "would mean the curtailment of purchasing power and result in strikes, layoffs and sabotage, with an increased demand on charity. It would also likely result in further demands for state and Federal contributions in the nature of the dole from increased taxes.

"Wages are merely a part of a chain of events and cannot be dealt with as an isolated factor. The course of wisdom for manufacturers and distributors is to stop taking losses by concentrating on profits. Too many are working on a basis of average costs and average sales returns. They do not know what items are actually profitable and which are creating losses.

"Every sale made without profit is a strain on the general credit. The depression is in reality an exhaustion of credit, and if the business world will realize this fact it will also realize that the road to recovery relies on the insistence on profit and the refusal to do business at a loss. It all comes down to the question of whether the business man will exhaust his assets in an effort to do business at a loss; or, if he finds that he cannot stay in business at a profit, whether he will retire with his assets intact."

**Seasonal Improvement** is encouraging to government officials who, in the main, expect an appreciable upturn in general conditions before next winter. Last Tuesday, Ethelbert Stewart, Commissioner of Labor Statistics, commented on the fact that never before in the history of the country have so many employers of labor accepted the responsibility of employing as many people as possible and sustaining their wage rates.

"While we're living in a very lively present, many of us are thinking in the dead past," he said. "However, forty years ago nobody thought of any way to reduce expenses but to cut wages. Now it is a surprising thing that so many are converted and really sincere and honest in their attempts to sustain the purchasing power of the country."

**Farmers are Ready to Listen** to selling arguments regarding anything that will aid them in speeding up their work and lowering their costs, according to J. Clyde Marquis, in charge of economic information for the Bureau of Agricultural Economics. He said that advertisers in the farm field could expect a profitable return on the advertising of equipment of all kinds, materials for replacement and everything that goes into farm production. To empha-

size the interest that farmers are taking in new methods he mentioned that attendance of farmers at outlook meetings is expected to be 200 per cent larger this year than in 1929.

"While we hear a great deal about the distress of the farmer," he continued, "manufacturers should realize that agriculture as a major industry is not exhausted. It is still a going business which will have a gross income of about \$9,000,000,000, and with many thousands of units that are making good profits. Farmers are offsetting conditions with lower costs and better production. This does not necessarily mean that they are cutting expenditures. In fact, in many sections, the economic pressure may result in an increase of farm expenditures and advertisers of the right kind of goods and equipment may reap the benefit."

**The Back to the Farm Movement**, an unexpected result of the depression, shows that many of the farmers, who moved to the cities during the last ten years, have accumulated savings enough to purchase farms. Unofficial information of the Department of Agriculture indicates that practically all of those returning to the farms are men who have had considerable experience in farming. With the turn of the economic tide they have concluded that farm life isn't so bad after all. As a result, the land banks are selling more farms and answering more inquiries than at any time during the last six years.

**Failure of the Farm Board** to stabilize wheat and cotton prices was expected by practically all of the Government economists and business analysts. The agricultural economists based their judgment on more than one thousand attempts to stabilize the prices of agricultural products with every conceivable scheme. These stabilization projects date from one devised in China about 3,000 B. C. and range through the centuries to almost the present time. During this vast period the research experts could find no successful plan, and all of the recorded plans have resulted in costly failure.

This does not mean, in the opinion of a number of officials consulted, that the Farm Board will not prove to be a valuable force in agriculture. They point out that it has done valuable work in the encouragement of cooperative marketing, and that it can be of invaluable aid as a sort of board of directors of the agricultural industry, if politicians can be kept from its membership and qualified experienced men appointed.

**Chain Store Comparisons**, established on the retail census of distribution, will be published in an article in *Domestic Commerce* on April 18. The figures will cover about 450 cities from 10,000 to 3,000,000 population, the largest being Chicago, which was one of the first reported on.

The figures will show comparisons between single store independents, local multiunits, sectional and national chains and other types. The percentages shown by Chicago, which gave the chains about 50 per cent of the business, are not sustained by reports from other cities. Figures already compiled for about ten cities, all much smaller than Chicago, show that the chains do less than 20 per cent of the total volume.

**14th Magazine in 1926**

**9th Magazine in 1930**

**7th Magazine in First Quarter of  
1931**

THE Leading Advertisers' Table, just issued by The Curtis Publishing Company as public information about the magazine world, shows that Delineator was in fourteenth place in 1926 among all national periodicals in gross advertising revenue.

It also shows that Delineator progressed to ninth place in 1930.

Checkings for the first quarter of 1931 show further that Delineator has now advanced to seventh place.

The new Delineator passed Vogue and Collier's in 1927 for twelfth place. In 1928 it passed Hearst's Cosmopolitan for eleventh place. In 1929 Collier's passed Delineator and it went back to twelfth place. In 1930 Delineator passed The Country Gentleman, the American Magazine and Liberty for ninth place.

In the first quarter of 1931, it has passed Pictorial

Review and the Literary Digest for seventh place in gross advertising revenue.

Delineator has gained an average of \$1,000,000 a year in advertising revenue for four years, or \$4,105,000 in four and a quarter years, to be precise. This gain is more than \$1,000,000 larger than that of any other woman's magazine.

Delineator made 59.5% of the total combined gain of all the women's magazines in 1930, or \$1,669,000.

Delineator has made the only gain in pages among the six women's magazines for the first quarter of 1931.

Delineator will show considerably more than a 100,000 circulation increase during the first four months of 1931. The circulation of the April issue will exceed 2,475,000. Delineator guarantees 2,600,000 with January, 1932. It will reach this guarantee in the late Fall months of this year.

**Present Guarantee 2,300,000  
Guarantee with January, 2,600,000**

**DELINERATOR**

## Mr. Insull, Jr., Demonstrates Sex Appeal in Gas Stoves

CHICAGO—"Sex appeal" in gas ranges—or more calmly "beauty in the kitchen"—is being dramatized in a style show under the auspices of the People's Gas Light & Coke Company here this week.

On the opening day, Monday, April 6, 2,000 employees of the company and their families were invited. On Tuesday the exhibit was opened to the public.

A year or so ago Samuel Insull, Jr., son of the middlewest power magnate, speaking to a group of gas stove manufacturers, remarked, "the trouble with selling gas stoves is that they have no sex appeal."

His hearers thought he was kidding until he went on to point out to them that they were unprogressive, antiquated in their ideas and methods; were not keeping up with the trend of other merchandising; lagging and backward, and if they were to prosper they would have to do something about it.

But things began to pick up, artistically, in the stove business. At the style show for gas ranges, which bloomed the other night, twenty-one types of gas stoves were shown, all of them new within the year. They ranged in price from \$44 to \$1,950. Those who walked into the showrooms at the People's Gas store found each model standing on an ornate dais, enthroned, so to speak. They found that the company was glorifying the gas range. The purpose of opening the show first exclusively to employees had in it a sane and practical purpose.

"We felt that our own employees knew all too little about the new type of stove; knew all too little of what the company was doing to improve and beautify the kitchen," Mr. Insull said. "We wanted to get them in, talk to them, show them. It was our idea that we must first convince our own people before they could go out and convince the public."

At the private showing to employees something else was done to interest and sell those present on progress. It was a real fashion show, of gowns for ladies and of children's wear.

Fourteen models from Marshall Field & Company appeared and paraded. The gas company management felt that it would be a lesson in progress and beauty to its employees, that the intermixing of apparel and new modern stoves would complete the picture and add zest and interest to the occasion. Apparently it did.

Costumed maids attended each stove

and as the visitor employees marched past gave a skilled demonstration to acquaint the watchers with the desirable features of each. Among the new features described are:

- 1—Burners that automatically light when the gas is turned on; no match or pilot light being used.
- 2—Stoves that become work-tables when closed and bear little resemblance to anything to cook on.
- 3—Stoves that can quickly be raised or lowered to make work easy for either a tall or a short woman.
- 4—Streamline stoves with no sharp corners to gather dust or dirt or to tear clothes.
- 5—Drawers that roll out on ball bearings in which broilers and dish racks are cleverly hidden; ovens that work the same way.
- 6—Ovens with wire shelves in them which have a rear guard rail so that potatoes and other things never more will topple off backward when quickly pulled out.
- 7—Stoves which automatically turn themselves off when the roast inside is done.
- 8—Stoves of many colors and hues, streamline like an automobile and just as modern as a new eight.

### Fibreboard Packagers Seek Export Market

SAN FRANCISCO—To foster the use of fibreboard shipping cases in export trade, the Export Fibreboard Case Association has been organized by manufacturers in this industry on the Pacific Coast, with headquarters in San Francisco, and with H. L. Stilwell, packaging engineer, as managing director. Offices will also be opened in New York.

The association's plan includes advertising, personal contacts with leading firms in the export trade, educational activities and demonstrations. The "attack" will be aimed also at steamship, railway and motor transport lines, warehousemen, stevedoring companies, brokers, foreign buyers. The association will stamp its "trademark" on each case manufactured by its members.

### NBC Volume Up 43 Per Cent

NEW YORK—Gross volume of business of the National Broadcasting Company increased 43 per cent in January and February over the same months of last year. NBC's share of the total network of the country is now 74 per cent.



Irving S. Paull

### Paull Quits Carpet Group to Be Sales Counselor

NEW YORK—Irving S. Paull, president of the Institute of Carpet Manufacturers of America, New York, has resigned. Mr. Paull has not announced his future plans but will probably establish his own marketing service. His successor will be chosen in about a month.

Formerly executive secretary of a congressional inquiry on agriculture, Mr. Paull in 1924, under the supervision of Herbert Hoover, then Secretary of Commerce, organized the Bureau of Foreign and Domestic Commerce.

### Cannon Mills Launches Dealers Copy Contest

NEW YORK—Cannon Mills is sponsoring a contest for dealers' newspaper advertisements of its products during the period, April 1-August 15.

For each of twelve outstanding advertisements of Cannon towels or sheets, sponsored by department stores, a prize of \$50 will be given by the manufacturer—four prizes to be awarded in cities of 500,000 and more; four in cities of 100,000 to 500,000 and four in cities of less than 100,000.

### Copeland Sales Thrive

MOUNT CLEMENS, MICH.—Unit shipments of Copeland refrigerators in March were 27.62 per cent above March, 1930. Louis Rutherford, president of Copeland Products, Inc., reported this week. "Shipments for the fiscal period beginning November 1, 1930, and ending March 31, 1931," he said, "show an increase of 52.72 per cent over the corresponding period a year ago."

# IN USING OFFSET PAPERS

Have you ever been up  
against these difficulties?

One side of your folder not printing as well as  
the other?

One side different in color from the other, thus  
throwing your job off color?

The wire side of your paper showing up consider-  
ably rougher than the other?

\*\*\*

Probably not all of them at once, but any one of  
them alone can prevent a real quality job.

These defects can be eliminated in only one way,  
by covering with a special light weight coating—  
and the only sheet of its kind on the market today  
with this unique feature is Snow White Offset.

Not a new sheet, but one in wide use for the past  
two years, Snow White Offset deserves your  
interest.

## THE MEAD SALES COMPANY, Inc.

THE MEAD CORPORATION, CHILlicothe, Ohio

CHICAGO, 111 W. Washington St. NEW YORK, 230 Park Ave. DAYTON, Callahan Bank Bldg.

Stocks carried in the principal cities

## National Advertisers, at Detroit, Will Find More Work for Budgets

NEW YORK—"How to Get 1931 Value for the 1931 Advertising Dollar" will be analyzed by executives representing advertisers, agencies and various media at the twenty-second semi-annual meeting of the Association of National Advertisers, Inc., at the Hotel Statler, Detroit, April 22-29. C. L. Bowman, vice-president of Stanco, Inc., subsidiary of the Standard Oil Company of New Jersey, and chairman of the A. N. A. program committee, announced here this week. Except for the opening address by B. E. Hutchinson, vice-president and treasurer of the Chrysler Corporation, on "Building Solidly for Permanent Prosperity," both the morning and afternoon sessions of the opening day will be devoted to the "1931 Value" subject—the speakers being Thomas H. Beck, vice-president of the Crowell Publishing Company; John H. Fahey, publisher of the Worcester *Post*; Willard T. Chevalier, publishing director, *Engineering News-Record*; Raymond Rubicam, of Young & Rubicam, Inc., and Allen B. McIntire, vice-president of the Pepperell Manufacturing Company.

Lee H. Bristol of Bristol & Myers Company, president of the association, will preside in the morning, and Stuart Peabody, of the Borden Company, vice-president, in the afternoon.

Ray Long, president of International Magazine Company, will discuss "Russia" at the banquet scheduled for Monday evening.

Tuesday morning there will be a speakerless session under P. J. Kelly of B. F. Goodrich Rubber Company, central vice-president of the association, at which questions raised by addresses on the previous day will be answered. Dr. D. P. Smelser of Procter & Gamble Company will lead a discussion on "Should an Advertiser Conduct His Own Market Surveys?" and L. J. Kerlin, of the National Carbon Company, on "How Can the Trading Area Principle be Applied?" The Tuesday afternoon meeting, under W. A. Grove of the Edison General Electric Appliance Company, western vice-president, will feature the merchandising campaign of General Electric refrigerators, as outlined by W. J. Daily, manager of sales promotion of the General Electric refrigeration department. Later in the afternoon will be group meetings on "What the Advertising Department Can Contribute to the Education of Salesmen"; "Selling Advertising to the



C. L. "Flit" Bowman of Stanco announces the A. N. A. program.

Sales Department"; "Motion Pictures as an Advertising Medium"; "Showing of the All-Color Industrial Talking Film, 'Stepping Ahead'"; and "Coordinating Direct Mail with Other Media."

Paul B. West of the National Carbon Company will preside at a round table discussion of radio at dinner Tuesday night.

Cliff Knoble of the Chrysler Corporation, associate program chairman, will conduct the Wednesday morning meeting—the speakers at which will be S. Roland Hall, sales manager of the Charis Corporation, on "The Right Attitude Toward Advertising"; Walter H. Johnson, Jr., vice-president of the Marine Trust Company, Marine Midland Group, Inc., "What Bankers Can Do to Further More Economical Marketing"; and Hugo Bell, assistant to the president of Lehn & Fink, Inc., "The Economic Expert Studies Price-Cutting."

### P. & G. Gets Oil Unit

CINCINNATI—Procter & Gamble Company has acquired the business and properties of the Portsmouth Cotton Oil Refining Company, Portsmouth, Virginia, vegetable shortening and salad oil. Portsmouth has sold primarily to hotels, restaurants and other institutions in eastern and western seaboard cities.

## Four A's Will Emphasize Radio and Screen Media at Washington Forum

NEW YORK—The fourteenth annual convention of the American Association of Advertising Agencies will be held at the Mayflower Hotel, Washington, April 30-May 1. The morning session of the first day will be devoted to radio advertising; the afternoon, open to guests, to "newspaper relations" and to the "changing advertising problem."

Agency operation costs, credit insurance and credit information, research, outdoor advertising and developments in agency competition will occupy the morning session May 1, which will be closed. Separate meetings on magazines and business papers will be held in the afternoon. An exhibit on screen advertising is planned.

## Greensfelder of Hercules, Industrial Ad Man, Dies

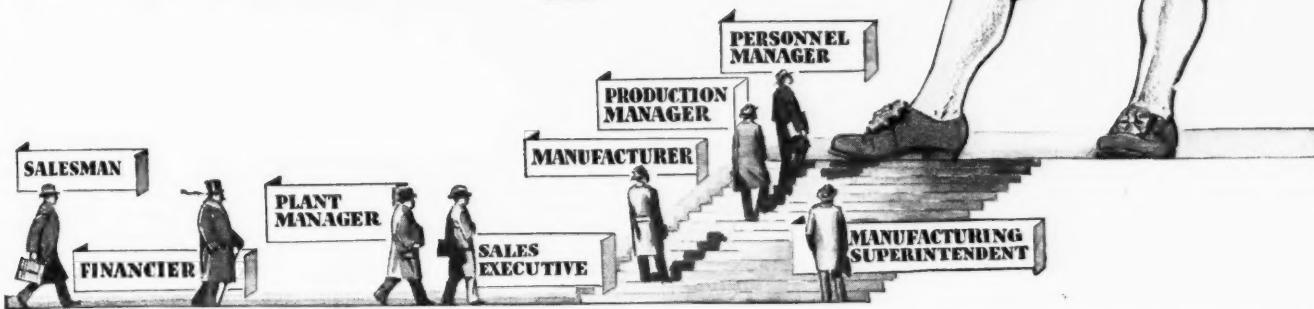
WILMINGTON—Nelson S. Greensfelder, advertising manager of Hercules Powder Company, and one of the organizers and former president of the National Industrial Advertisers' Association, died here of pneumonia April 5, after a short illness. He was forty years old.

Graduating from the Colorado School of Mines, Mr. Greensfelder entered the Hercules employ as a salesman and demonstrator. He became advertising manager seven years ago.



Nelson S. Greensfelder, who died this week.

# PHILADELPHIA Can Help You



In solving the problems now confronting so many industries, many firms would do well to begin with a check-up of their present plant locations.

If Philadelphia can help you improve your business by means of a better location for it, this Association will ascertain that fact for you without putting you to any expense or placing you under any obligation. If it develops that a location in the Philadelphia area would afford no worth while advantages for your business, when compared with its present, or other contemplated locations, this Association will tell you so.

Our engineers weigh every factor in relation to its effect on the *delivered-to-customer cost*.

If desired, your interest in this subject can be handled as a confidential matter, the survey being prepared under an assigned number, and your identity being known only to the executive heads of this Association.

Send for booklet, "A Dollar-and-Cents Viewpoint on Plant Location," which tells in detail the important things you should consider in plant location. Please address Department Z. on your business letterhead.

## PHILADELPHIA Business Progress Association



1442 Widener Building, Philadelphia

# Media

The *Iron Age* believes in "E. A." for business papers, and the new cover on the April 2 issue is proof that even a publication devoted to a subject as resistible and unyielding as iron can have it. (E. A., as we pirated it from *Iron Age*, is eye appeal, of course.) To the best of our knowledge and theirs, the Advertising Summary which makes its bow in this issue, headed "Money Making Ideas for You in the Advertising Pages," is an entirely new departure in publishing practice. The summary mentions no advertisers' names, but short teaser paragraphs in editorial style, rich with suggestions for reducing operating costs and improving products, refer you to page whatever it is for further information by the advertiser. It's a space merchandiser and an advertisers' aid, but it's not flagrantly either of these things, and is informative and constructive enough in itself to make it a feature worth any subscriber's time.

\* \* \*

The New York *Sun's* current promotion devoted to selling its domination of department store advertising as reader appeal is especially pertinent in the light of the disclosures made by a recent survey of reader interest conducted by Drake University. Illustrated pages, it was found, are the most popular section of the newspaper, and department store advertisements are second in popularity, being read by 60 per cent of the women readers.

\* \* \*

The New York *World-Telegram's* announcement that their circulation is consistently exceeding 400,000 is an indication that they have accomplished the phenomenal in holding the affections of 60 per cent of the *Evening World's* audience.

\* \* \*

Agency space buyers and their families all over the United States for the last week have been breakfasting on the proudest prunes grown anywhere. They're Santa Clara Valley prunes, and the product that accounts for the prosperity of that section of California. The San Jose *Mercury Herald* sends them each year to agencies as a reminder that they're still reaping the benefits of this rich industry.

\* \* \*

New *Liberty* set-up: Harold A. Wise, vice-president in charge of advertising sales. Carroll Rheinstrom, vice-president in charge of advertising promotion.

\* \* \*

We are thinking of running a "Lost and Found" advertisement to discover some figures which mysteriously disappeared from our March 28 newspaper lineage compilation between the time the final proofs were read in this office and delivery of finished copies. The missing figures represented the February Sunday lineage of the Omaha *World Herald*—amounting in 1931 to the tidy sum of 212,150 lines.

\* \* \*

The Biloxi *Herald* cooperates with its national advertisers by featuring on a monthly mailing of blotters some nationally advertised product which has appeared also in the *Herald*.

## Demountable Trucks for Long Rail Hauls Proving Effective

CHICAGO—A truck body which can be lifted with a crane or rolled onto a flat car has been developed by the Allied Van Lines, Inc., to be used in door-to-door delivery.

Goods are packed in the container, made either of steel or aluminum, at point of origin. At the city of destination the body is lifted off and set on a truck chassis.

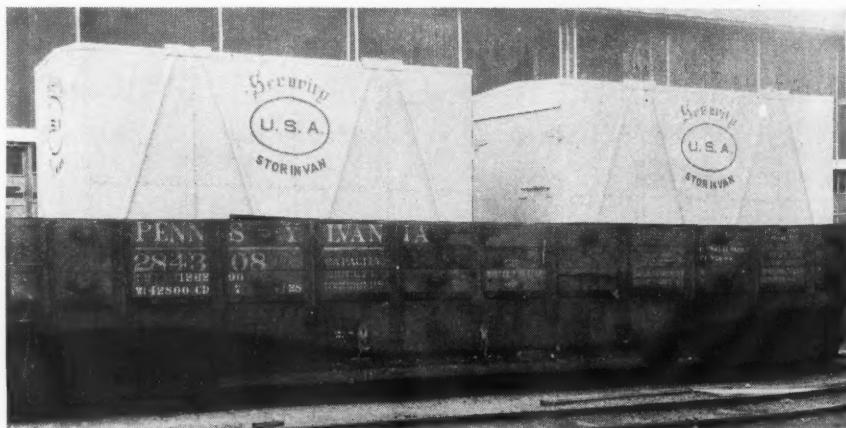
Preliminary experiments have been carried on chiefly between New York and Chicago, though pickups and deliveries by this method are now being accomplished in Detroit, Cleveland and Philadelphia. The New York Central Lines have been active in the experiment.

"We do not claim to have developed the ideal container yet," said Henry Reimers, executive secretary of Allied Van Lines, to SALES MANAGEMENT. "The unit we are trying out now contains 850 cubic feet of shipping space. Refinements and possibly changes in size are certain.

"There is talk, too, of developing a special type of railroad car to handle the containers. We have already had some conferences with railroads on the matter. Whether the roads will own the cars or whether they will be owned and operated over the roads by our lines has not been decided."

SPOKANE—Dorch Baking Company, Spokane, is introducing Kelpo Cookie, made from seaweed, or algae, of the Pacific Coast. The product is said to contain vitamins, minerals, iodine and other health stimulating chemicals. The seaweed is dehydrated and ground into powder.

SAN FRANCISCO—Paraffine Companies, Inc., will distribute its Pabco products throughout Europe and Great Britain under the direction of a new firm, Pabco Products, Ltd., with headquarters in England.



The new railroad-riding trucks on their way to door-to-door delivery service in another city.

## Drug, Inc., May Acquire Squibb

(Continued from page 58)

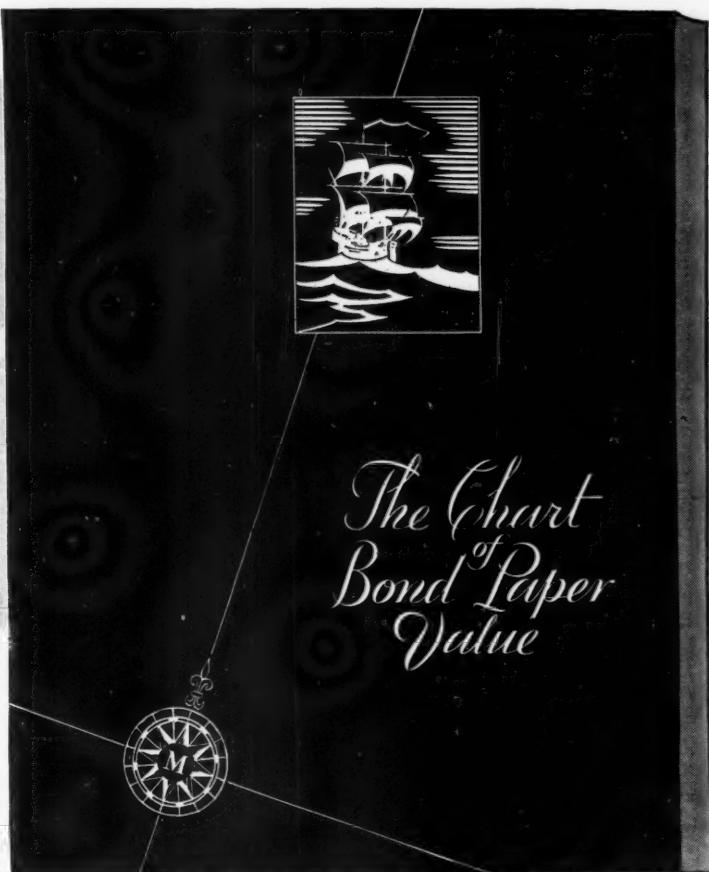
Because of the nature of their work and the long and deep antipathy to advertising by members of that profession, these three concerns until recent years have kept their light under a bushel. Although they sold drug stores and had built up considerable business among them, as well as among physicians, dentists and hospitals, they were slow to "commercialize" the prestige thus gained.

Squibb was the first to break the ice. The advertising has been conservative, but unusually effective. Three years ago, Parke, Davis followed, with a campaign "dramatizing" the service of doctors and medical scientists to humanity. Then, last spring, a few months after its acquisition of the H. K. Mulford Company of Philadelphia, Sharp & Dohme commenced national advertising of its Hexylresorcinol ("S. T. 37"), an antiseptic. The American Medical Association, meanwhile, had lifted its ban on "endorsements" and this product became the first to carry in its copy a line of "approval" by that association.

It has been reported that Sharp & Dohme may also enter Drug's family. Although this report is premature, it is probable that, the Government concurring, Squibb will soon become the most significant addition to this rapidly expanding line and will tend materially to enhance Drug's position of dominance.

## Eaton Gets Reliance

CLEVELAND—Eaton Axle & Spring Company, largest manufacturer of automobile parts and accessories in the country, will acquire the Reliance Manufacturing Company of Massillon, Ohio. Combined assets of the two companies are approximately \$20,000,000. Except for 1930 the earnings of both have increased consistently in recent years.



*This book is given...*

"The Chart of Bond Paper Value" is partly a book, partly a portfolio. The book section, colorfully printed and illustrated, tells the story of Caslon Bond. The portfolio sections contain samples of modern letterheads and office forms printed on Caslon, and demonstrations of water color printing and offset lithography on this up-to-date bond paper.\*

A thorough demonstration is the best advertisement in the world—when the product can stand up under the test. This book was made, and is now offered, because of absolute confidence of the manufacturers in the product they make. This confidence is reflected in the portfolio, and is justified by the fact that Caslon Bond has become a standard of value in the field of printing bonds.

This splendid demonstration is offered, without cost, to business men only. There is no coupon to clip. Kindly ask for it on your business stationery, and a copy will be mailed to you promptly. Address The Munising Paper Company, Department 604, 411 W. Ontario St., Chicago.

THE MUNISING PAPER COMPANY  
MANUFACTURERS • MUNISING, MICHIGAN

*\*Caslon is NOT an expensive paper. It can be used freely throughout your organization.*



# CASLON BOND



E. A. Nicholas

## RCA-Victor Changes Several Sales Heads; Nicholas in Charge

CAMDEN—E. A. Nicholas, formerly head of the distributing company bearing his name, has been appointed general sales manager in charge of all sales except foreign for RCA-Victor Company, succeeding H. C. Grubbs, resigned.

Ernest H. Vogel, who has been manager of Radiola sales, is now manager of domestic sales; Pierre Boucheron, in charge of the Atlanta district office, is now manager of advertising and sales promotion; L. W. Yule, formerly Pacific Coast district manager, assistant manager of domestic sales; William F. Arnold, manager of record sales; Walter W. Clark, in charge of artists and repertoire; E. M. Hartley, manager of service department, and B. Aldridge and A. R. Beyer, in charge of distribution order routine and general distributor contact.

The new appointments mark the completion of a reorganization consolidating the Victor and RCA Radiola divisions of the RCA-Victor Company. Realignment of the wholesale distribution system of the two divisions has been practically completed, and shipments of the first product bearing the combined RCA-Victor trade-marks, an eight-tube superheterodyne receiver, to be known as the Superette, have already begun.

SPOKANE—Armour & Company, meat packer, has transferred its northwest sales headquarters from California here.

## Business Improvement, Fewer Competitors, Aid N. Y. Dailies

NEW YORK—When Louis Wiley, business manager of the *New York Times*, made the remark that the "end of the *World* may mean better *Times*," he was probably speaking of other New York newspapers as well. The prediction was fairly true—although better business conditions, doubtless, have also been a factor. The *World* and *Evening World* were sold February 28 to Scripps-Howard's *New York Telegram*. Linage figures compiled by SALES MANAGEMENT this week show that although the loss of the sixteen New York dailies (Manhattan, Bronx and Brooklyn) was 6.90 per cent in February from February, 1930, the aggregate loss of the fourteen papers in March was only 4.06 per cent from the total of the sixteen papers operating in March, 1930.

Total display lineage of the sixteen papers in February of this year was 11,596,938 as compared with 12,468,019 for February, 1930. The fourteen papers in March of this year had a total of 14,434,706 lines as compared with 15,045,811 for the sixteen in March, 1930.

In the evening field the *Telegram* trebled from 496,046 to 1,237,557—this gain being only 92,464 less than the combined lineage of both the former *Evening World* and the *Telegram* in March, 1930. The Hearst *Evening Journal* increased from 1,150,914 to 1,277,859. In spite of the progress of the *World Telegram* last month, it is still led in the evening field by the *Journal*, the *Sun*, with 1,476,935, and the Gannett Brooklyn *Eagle* (evening and Sunday) with 1,397,292.

Among the morning papers the rise of the Patterson-McCormick tabloid *News* and of the Hearst *American* and the *Hearst Mirror*, is notable—the *News* having risen from 1,103,331 to 1,379,322; the *American* from 1,072,186 to 1,275,224, and the *Mirror* from 209,599 to 268,736. The more conservative *Herald-Tribune* and *New York Times* each lost slightly.

### German Papers Cut Rates

BERLIN—Reductions ranging from 5 to 24 per cent have been made in the advertising rates of several leading German newspapers and trade journals. The general reduction was led by the action of the *Berliner Tageblatt*, which announced that, although the reduction of wages in the printing industry is only 2½ per cent, the publishers would cut rates 5 per cent to "help advertisers."

## Gossip

C. HALDANE JOHNSON will resign, May 1, as advertising manager of the Fisk Tire Company, Inc., Chicopee Falls, Massachusetts. His successor has not yet been chosen.

MELVIN J. WOODWORTH has become a director and vice-president of the J. Walter Thompson Company, Inc., New York. He retains his ownership and presidency of the New York News Bureau Association and his directorship in its affiliate, Central News, Ltd., of London.

T. A. BALLANTYNE, for fourteen years with the William H. Rankin Company, New York agency, has joined the Homer McKee Company, Inc., there.

RAYMOND LIPSCOMB, until recently vice-president of the Hazard Advertising Corporation, and previously in charge of building material advertising for Johns-Manville, is now vice-president and account executive with Harold D. Frazee & Company, Inc., New York agency.

MARSHALL BEUICK is now in charge of the publicity department of United States Advertising Corporation, at New York. He was recently with Homann, Tarcher & Sheldon, Inc., there.

JAMESON S. SLOCUM, formerly with the *Ladies' Home Journal*, is now an account executive with Badger & Browning, Inc., Boston agency.

WALTER J. MUNRO has resigned from Continental Shares, Inc., to become vice-president of Sweeney & James Company, Cleveland agency.

F. L. Tomaschke Advertising Agency, of Oakland, has changed its name to Tomaschke-Elliott, Inc. F. L. TOMASCHKE is president and W. F. ELLIOTT, vice-president.

Barlow, Feeley & Richmond, Inc., advertising agency of Syracuse and New York, will soon move its offices in both cities—the Syracuse office to the new Syracuse Building, and the New York to the Chrysler Building. ADLAI S. HARDIN, vice-president, will continue as New York manager, with ROBERT S. FEELEY as vice-president in charge of art; RALPH RICHMOND, vice-president in charge of copy, and RAY LADUE, production manager for the last three years at Syracuse, and now at New York. E. S. BARLOW, president and A. J. SCHIED, vice-president, will remain at Syracuse.

Coffin Advertising Company has moved from Anderson, Indiana, to the Circle Tower, Indianapolis.

The New York office of Franklin P. Alcorn Company, Inc., is now at 500 Fifth Avenue.

### To Push "Allegheny" Name

NEW YORK—To end confusion among alloys as a result of the large number of trade names now being employed, Allegheny Steel Company will use the name "Allegheny" for each of its group of chromium and chromium-nickel alloys. The name of Allegheny Metal, the eighteen and eight alloy, will remain unchanged, the others dropping "Ascoloy" for "Allegheny" and carrying numbers to show the percentage of chromium and nickel employed.



Each studio has its private control room. In each control room a skilled radio technician maintains complete control of the mechanical details of broadcasting each WLW program.

WLW'S splendid organ was specially constructed for radio broadcasting. It is played by a staff of versatile organists.

Personalizing the program is achieved by selecting artists whose talents fit the requirements of the client's program. By recognizing particular artists, WLW audiences learn to recognize each program and identify it with the sponsor.

The master control room operator keeps a guiding hand on all broadcasting from WLW. An elaborate system of lights informs him of developments in each studio and should anything occur which might jeopardize a program, he is in the best position to rectify it immediately.

Write for the  
WLW brochure

The Crosley Radio Corporation  
Cincinnati, Ohio

**WLW**  
THE NATION'S STATION

# Editorials

**S**ELF-REGULATION: Pending legislative action to define general provisions of the anti-trust laws, the best hope of clearing the obscure situation lies in private enforcement bureaus along the lines suggested by Gilbert H. Montague, the well-known corporation attorney and authority on anti-trust laws. The rules recently formulated by the Federal Trade Commission, as he points out, are in many cases unenforceable. They conform clearly enough to principles laid down by the courts, but proof of violation is often well-nigh impracticable. This is particularly true of the rules forbidding, with intent to injure competition or foster monopoly, secret rebates, discriminating prices, selling goods below cost and shipments on consignment. . . . Mr. Montague believes that bureaus of individual industries having access to books and records could correct abuses of this kind and so avert penalty actions. This would have the effect of reducing some of the present perplexities of business to a minimum. It would tend to check disturbing investigations by public authorities and give to business the self-governing character which is associated with sound standards and stability. Best of all, perhaps, it would give effect to public opinion against injurious practices which are condemned to some purpose only when moral proof of their existence cannot be denied.

**B**USINESS ADJUSTMENTS: The average dollar sales of large distributors—chains and department stores—in the first quarter of 1931 were about 8½ per cent less than in the corresponding quarter of 1930, indicating, on the basis of quantity of goods handled, a gain of something like 5 per cent. This significant fact is not always allowed for in reading current earning statements, a circumstance which sometimes leads to mistaken estimates of what is being accomplished by sales promotion efforts. In other words, as has been frequently pointed out in this page, business men have difficulty in accommodating their thinking as well as their operations to the new price levels. In the earlier phases of the slump they were misled by relating their statistics to the peak figures of an abnormally prosperous period. Their difficulty now lies in realizing that deflated prices are characteristic of ordinary conditions. . . . This difficulty is due in large measure to the extraordinarily low prices of comparatively few raw materials like rubber, cotton, and grains, the natural assumption being that from the levels reached by them there is bound to be a sharp rise. This rally, when it comes, will have the effect, of course, of raising the average of commodity prices. It is doubtful, however, that other commodities will long prove susceptible to the sympathetic influence of such a movement. Nothing in

the history of prices following war inflation warrants expectation of any marked advance in the general level. The soundest plans for the future are those which are based on adjustments to existing price conditions. Fighting unmistakable trends or waiting for a change of which there is little likelihood is pretty sure to deplete resources without benefit or to push aside opportunities which may not come again. We must deal with things as they are, not as we would prefer to have them.

**W**EATHERING THE STORM: The pamphlet report of General Motors for 1930 recently issued is an interesting document from many points of view, especially for the light it sheds on the ability of well-managed mass producers to deal with business crises. This corporation was exposed to the full brunt of the storm. Most of its products are in the category of luxuries. The sale of its principal output, automobiles, was peculiarly susceptible to attack through general impairment of buying power; and its lowest priced car, upon the sale of which it chiefly relies for revenue, labored under the further disadvantage of the most redoubtable competition emphasized by an unfavorable price difference. . . . To meet this situation General Motors was well fortified. Its carefully husbanded resources were large. Its management had been at pains to establish in the company's operations a degree of flexibility remarkable in so large an organization. What was coming was foreseen early enough in the prosperous days of the year before to allow for adequate preparation. To quote from the report: "In the middle of 1929 there was indicated a change in the trend of business. . . . As progress was made during that year it became evident that the readjustment would be one of magnitude. Action was taken to readjust the whole operating organization." . . . The results are apparent in the income statement and balance sheet now at hand. Although sales were cut from \$1,504,404,472 in 1929 to \$983,375,137—nearly 35 per cent—operating ratio was held at substantially the same level as in 1929, while net profit on sales declined only from 20 per cent to 18 per cent. Assets meanwhile fell off less than three-fourths of 1 per cent, cash on hand rose 44.5 per cent, inventory dropped nearly 28 per cent, and surplus after dividend was scarcely more than 9 per cent less than the year before. . . . The least that can be said of this performance is that it shows how very present a help is capable management in time of need. It is well within the bounds of moderation also to observe that the automotive industry as represented by its leader seems to have come through stress and trial unscathed and strong for fresh advances.

## Account Changes

BIGELOW-SANFORD CARPET COMPANY, New York, carpets and rugs, to Newell-Emmett Company, Inc., there.

WILLIAM WRIGLEY, JR. COMPANY, Chicago, gum, to J. Walter Thompson Company, Inc., there.

RED CHERRY INSTITUTE, Chicago, national organization of growers and packers of cherries, to McCann-Erickson, Inc., there.

PHILADELPHIA GEAR WORKS, Philadelphia, gears, speed reducers, couplings, universal joints and V-belt drives, to the McLain Organization there. Trade papers and direct mail.

MILLERS FALLS COMPANY and GOODELL-PRATT COMPANY, Millers Falls, Massachusetts, (recently merged), tools, electric drills and saws, foreign advertising to Jordan Advertising Abroad, Inc., New York.

LIMESTONE PRODUCTS CORPORATION OF AMERICA, Newton, New Jersey, animal and plant food products, to Campbell-Sanford Advertising Company, Toledo.

ROBERT MCNEIL COMPANY, Philadelphia, pharmaceutical products, to Redfield-Coupe, Inc., New York City.

JOHN A. PARKER COMPANY, Boston, investment firm, Parco Plan—monthly investments in an investment trust—to the Porter Corporation there.

IRVING MILLER & COMPANY, New York, kitchen clocks, to Grant & Wadsworth, Inc., there. Direct mail.

CREAMERY PACKAGE MANUFACTURING COMPANY, Chicago, dairy and refrigerating machinery and supplies, to Dyer-Enzinger Company, there.

LINDER BROTHERS, INC., New York, "House of Shagmoor," top coats, to Gotham Advertising Company there.

### Horsemeat Output Gains; Food for Dogs and Men

ROCKFORD, ILL.—Five hundred men are now employed in the twenty-three-acre plant of Chappel Brothers, here, where 60,000 head of horses were butchered for meat last year. This meat is sold for export to Europe for human consumption and for a patented dog ration in the United States. The business was started in 1920 and the plant has been expanding each year. The company has spent more than \$60,000 in dog-food research and P. M. Chappel recently announced the Chappel Kennel Foundation to advance "the welfare of the dog through better breeding, better feeding and more humane care."

### Auto Industry Boosts Market for New Cars by Scrapping Old

NEW YORK—Manufacturers representing 87 per cent of the automobile industry's production are cooperating with their dealers in a program under which the dealer is partially compensated for a certain number of unsafe cars which he may junk rather than undertake to resell after a trade-in, the National Automobile Chamber of Commerce announced this week.

In addition to 2,925,000 cars junked last year as a result of normal wearing out, explained Alfred Reeves, general manager, "350,000 additional vehicles of unsafe character will be eliminated from the highways." The program is believed also to stimulate the sale of new cars.

"Under the plan," Mr. Reeves said, "manufacturers establish a reserve fund based generally on \$5 to \$10 for each new car which the dealer buys, and to the amount of that fund their dealers are permitted to scrap old cars. The amount allowed on such junked cars ranges from \$25 to \$35.

"Besides this, dealers scrap many more cars for which they receive no compensation because the junking fund is exhausted.

"Besides contributing to the improvement of safety conditions on the highways, the plan also aids materially in the conservation of the nation's natural resources. It has been estimated that every ton of iron that is salvaged saves more than five tons of raw materials which would be required in producing two thousand pounds of pig iron."

In his report, Mr. Reeves disclosed that the Institute of Scrap Iron and Steel has undertaken to develop a plan for cooperating with the automobile manufacturers, providing official junk yards.

### B. B. D. O. and Thompson Get Together on Air

CHICAGO—Singing together for the first time, Carol Deis, soprano, and Raoul Nadeau, baritone, first prize winners in last year's Atwater Kent audition contest, will be heard over an NBC network Sunday, April 12, as guest artists on the Garden Hour program sponsored by the Vigoro plant food division of Swift & Company.

The Vigoro campaign is handled by the J. Walter Thompson Company; the Atwater Kent auditions by Batten, Barton, Durstine & Osborn, Inc.

### Are You Losing Money through Indiscriminate Retail Price Cutting?

"Price Control in the Public Interest"—the first complete and authentic report on the subject of price maintenance has been published **this week** by the Washington Bureau of SALES MANAGEMENT. It was written by Nelson Gaskill, former chairman of the Federal Trade Commission, and one of the country's leading authorities on the subject.

### Here are some of the questions it answers:

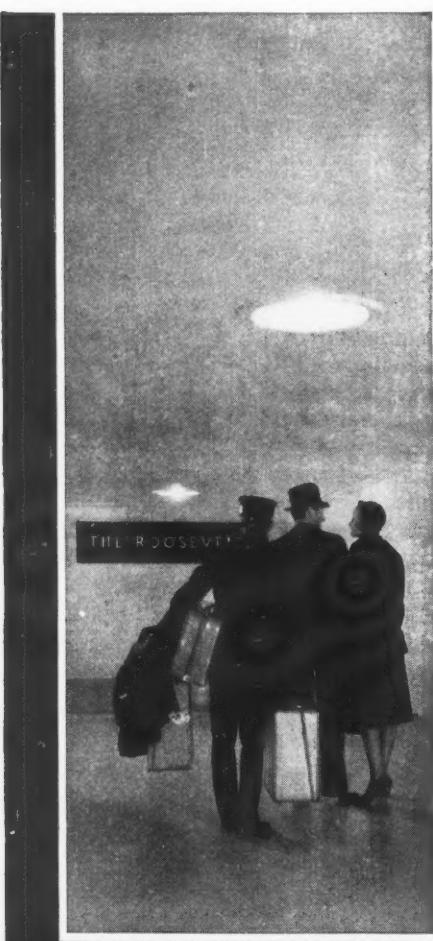
- what can you lawfully do to maintain resale prices?
- what can't you do lawfully to maintain resale prices?
- why cannot legislation like the Capper-Kelly Bill pass?
- what kind of price control legislation can be passed in the common interest of manufacturer, distributor and consumer?
- what is necessary to eliminate the business cycle?
- what is the real trouble with the Trade Practice Conference?
- what is required to put the Trade Practice Conference on a sound working basis?

The price of this report is \$5 a copy. Enclose check or tell us to charge you, and address—

### Washington Bureau of Sales Management

950 National Press Building

Washington, D. C.



## DON'T YOU HATE TO Cross Streets?

Yes, we have no streets to cross! From the trainside at the Grand Central you beckon a porter. He leads you through a special underground passage. And you emerge, mole-like, right in the lobby of this convenient hostelry of ours! As a matter of strictest fact, we'll even send one of our very own porters to meet you at the train if you will but warn us ahead of time . . . If you're used to the average, garden-variety of hotel, you'll be surprised at the various little ways we've discovered of being helpful to New York visitors. May we expect a wire?

### The ROOSEVELT

Madison Avenue at 45th Street, New York  
Edward Clinton Fogg—Managing Director  
One of the 25 United Hotels



## The Human Side of Selling

(Continued from page 51)

fidence in that which we clearly understand, and I maintain that no man can have that necessary confidence in himself unless he understands himself, that is, unless he has thrown the searchlight of cold analysis on his weak points and his strong points; unless he has taken stock of himself and then taken steps to "fill the vacant spaces on his shelves."

We speak of men as having poise—an attribute which very few men possess, principally because very few men understand themselves. A man with poise is a man who is confident of every move he makes. He understands life; he understands humanity; he understands himself and his own relationships to humanity; he is at ease in any situation. He may not always walk out with the order, but when he walks out he either has the order in his pocket or he has very definitely paved the way for an order at a later date, because he has left behind him a good impression of himself and that carries with it a good impression of his house and the thing he sells.

A man who understands himself honestly, sincerely, never has to pretend, and the man who never pretends has peace of mind.

We call the man who pretends a fourflusher. He tries to make the world believe that he is something that deep down in his heart he knows he is not. No man can have confidence in himself under such circumstances. He cannot know peace of mind, and peace of mind is essential to harmonious personal relationships, and such relationships are essential to sales success. In order to lead a happy, successful life a man must be able to get along with people, and getting along with people calls for an abundance of self-knowledge.

"All right," you say, "I follow you as far as you have gone, but what can I do in order to acquire a better knowledge of myself?" It is quite simple provided you tackle the job with the necessary degree of enthusiasm and sincerity, being perfectly willing to admit your shortcomings, and having done so, to do something about correcting them.

I shall try to give you an outline for a personal inventory check-up sheet by means of which you can determine whether or not you possess or lack certain human qualifications essential to success. It is not very long, you could jot it down on the back of a business card, carry it with you in

your card case, check yourself against it every once in a while, particularly when you know you have fallen down on a job you ought to have landed, when you know you have failed to make the kind of impression you wanted to make. I sincerely believe that if a man will check himself against this list once a week for a year he will be a 50 per cent better man at the end of the year than he is today.

I have carried such a list around with me for many years. At first it was a very much shorter list than it is today. It has grown and grown as my contacts with men in all walks of life have broadened. One man who has been particularly helpful to me in the building of this list is the president of a university.

Most of the men who have contributed to this list are men generally regarded by the world as successful men, and it may surprise you to know that they are just as hungry for further knowledge of themselves as they are for further knowledge of their own businesses or professions—that, I believe, explains their success thus far.

If a mechanic is inspecting an automobile he looks for trouble. He looks for the things that may be wrong in order that he may make them right and produce a smooth-running mechanism. Let us approach our analysis of ourselves in the same way, including on our personal inventory check-up sheet those characteristics which if not eradicated may result in our being dashed on the rocks.

1. *Selfishness.* This does not mean stinginess but rather self-centeredness—measuring everything in terms of ourselves instead of in terms of the majority. It heads the list because it is such a common failing, and one which if not corrected can easily upset a man's whole career.

2. *Lack of Interest in the Other Fellow.* This is in a way a form of self-centeredness, and yet it deserves special mention as something to be guarded against. It is very easy for us to be extremely interested in our own affairs—in those things which concern or benefit us. It is not nearly so easy to be genuinely and sympathetically interested in the other fellow, I mean sincerely so. That was one of Theodore Roosevelt's great characteristics. Some men, of course, make the bluff of professing to be interested in the other fellow's affairs, but the man who develops within his



**"TALENT?**

**OUR LISTENERS**

**TAKE SPECIAL PRIDE**

**IN OURS"**

"You have some mighty fine stations," conceded the manufacturer. "But do you have talent available which can compete with that supplied by the networks?"

"I'd dare you to repeat that to a lot of loyal listeners in our territory," replied the Westinghouse Radio Stations representative. "For, as a matter of fact, some of the most popular programs that go out of our stations feature talent from our own studios. The area we cover is so compact that such programs arouse something similar to local pride. And because the territory is so rich and responsive it's decidedly profitable to have your product identified with such a feeling."

"One of our KDKA clients has had remarkable results with a program arranged by us featuring two Pittsburgh pianists. This program has become one of the outstanding hits of the territory.

"After all, the important thing is the program itself, not the reputation of the performer. Our program men are experienced in knowing what the public wants, and we have no difficulty at all in securing talent to carry out the plans. And the best part about it is that the identity of the firm sponsoring the program is never submerged. Its reputation and its sales curve consistently follow the growth in popularity of the entertainment it offers."

This advertisement is one of a series covering a number of questions commonly brought up in a discussion of broadcast advertising. If you wish further information on any such questions, or advice on the application of broadcast advertising to the specific problems of your own product or service, write the nearest commercial office. Westinghouse operates the pioneer broadcasting service of the world, and is equipped to render complete assistance to advertisers, including the origination of merchandising ideas and the securing of suitable program talent.

## **WESTINGHOUSE • RADIO • STATIONS**

**WBZ-WBZA**

Boston, Mass., Statler Building  
Springfield, Mass., Hotel Kimball

**KDKA**

— COMMERCIAL OFFICES —

Pittsburgh, Pa., Hotel William Penn

**KYW-KFKX**

New York, N. Y., 50 East 42nd Street  
Chicago, Ill., 1012 Wrigley Building

"An Address of Distinction"

One of the World's Great Hotels

OUTSTANDING not only among the hotels of Chicago . . . but among all the hotels of the World. Costs compare favorably with other establishments where distinguished standards of service prevail. Rates begin at \$5 per day. Permanent Suites at Special Discounts.



heart a genuine interest in the other fellow and who carries it through life possesses a valuable asset. Check yourself carefully on this point.

**3. Intolerance of Others' Opinions.** You have met the man who is always taking the joy out of life by pooh-poohing the other fellow's ideas. The other man's viewpoint is never right. If he thinks the thing should be done this way, Mr. Know-it-all thinks it should be done that way. He is ungracious, unbending. Men who have this grievous fault lack one of the primary constituents of gentlemanliness. Certainly a salesman must be tolerant of the other man's opinion.

**4. Are You Overcritical?** Do you consider it your inalienable right to step in as a self-appointed critic at the drop of a hat? Most men, big men at least, welcome friendly constructive suggestions; they resent carpentering criticism. No one has the right to criticize another without being invited to do so, and neither business nor society has any place for the overcritical nature.

**5. Anxiety About the Reward Instead of the Job Well Done.** This too is a form of self-centeredness. We see it all through life. You see it whenever a group of men get around the table to play a friendly game of poker. There is usually some man in the crowd who counts his chips. He is thinking more about what he may win or lose at the game than he is about the fun he might be able to get out of the friendly social contact with other men. The expression, "Don't count your chips," applies all through life, especially in selling, for a salesman cannot do a good job of selling if his mind is centered principally upon the commission he may get if he lands his order. Such anxiety on the part of a salesman is usually bound to reflect in his demeanor, and is quickly detected by the other man who easily senses the fact that he is being high-pressed.

**6. Are You a Poor Mixer?** Some men shun society. They are far more comfortable when alone or in the company of a small group of intimate friends than they are when meeting new faces. If this is caused by a feeling of inferiority, whether justified or not, we may properly term it shyness. If, on the other hand, it is due to a feeling of superiority and a desire to mingle only with those people in whose company we may freely hold the stage, then it may properly be termed unsociableness or unfriendliness, and as such it embodies most if not all of the items in this entire list. As a rule poor mixers are people who do not understand themselves,

particularly in their relationship to other human beings. They want to live unto themselves, so they remain on the sidelines. They lack warmth, sincerity, friendliness, sympathy. They are forever making mental reservations about other people. The ability to mix on a friendly footing with other human beings is a prime requisite to successful selling, but it must not be carried too far.

**7. Are You Too Much of a "Good-Fellow"—Regardless?** Lots of salesmen carry good fellowship to the other extreme and permit good fellowship as such to take the place of aggressive, conscientious selling. This is a dangerous thing to do and frequently results in the loss of valuable business. There is an old saying, "Familiarity breeds contempt," and it is a very true one. It is entirely possible for a customer to become so friendly and familiar with a salesman as to fail to take seriously some important recommendation. It is all right to be a "good fellow," in fact, it is necessary to be one provided it does not interfere with being a good salesman.

**8. Overlooking the Good in Others and Seeing Only Their Faults.** How easy it is to do, yet how true it is that even the greatest rascal has a streak of good in him somewhere. It is particularly easy to develop the habit of thinking that because a man does not agree with our views he is all wrong and to at once begin searching out his faults. No man with a chronically misanthropic mind ever made a successful salesman.

**9. Passing the Buck.** This is the ancient and dishonorable pastime of using alibis—trying to sugar-coat your own shortcomings by blaming your failure to get the order on somebody else, and, believe me or not, the moment a man begins to dodge responsibility—to try to make someone think he is something he knows he is not—he is walking the line of least resistance that will lead him to sales defeat "as sure as gun's iron." No sales manager expects any salesman to land every order he goes after. No sales manager expects his salesmen to be letter-perfect on every call. Every man makes mistakes at some time and the best thing in the world to do when you make a mistake is to stand up and admit it, take your medicine, and get it out of your system. If you pass the buck to somebody or something it will come back to plague you later on, and each time it does it will rob you of a certain amount of your self-respect.

**10. Moral Cowardice Under Pressure.** Ask yourself the question,

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"Have I the courage of my convictions? Will I speak up for what I think is right or do I permit myself to be blown hither and yon like a feather because I lack the moral courage to stand my ground?" Every salesman has been up against real tests of his moral courage. He has to defend the policies of the house; he has to uphold prices; he has to be fair to his competitors when he gets in a jam. He can't do it if he is a moral coward under pressure.

11. **Mental Dishonesty.** This is simply trickiness, insincerity; saying the things you think will "get by" instead of what you honestly know and believe to be true. There is many a man who would not think of stealing anything who is nevertheless mentally dishonest. You frequently hear men spoken of as men whose statements must always be taken with a grain of salt. Others know that such men usually hold back part of the truth. They say what they think the other man wants to hear, or what they believe will make the other man sign on the dotted line, though they know within themselves that they are not altogether on the level with him. The man who is mentally honest will go every inch of the way to make sure that what he says is 100 per cent true. The mentally dishonest man is perfectly willing to take a chance, even though his doing so may be costly to his prospect or his house.

12. **Self-Pity.** Usually the man who is sorry for himself can hardly expect anyone else to be sorry for him. The salesman who permits himself to slump into a blue funk because he loses an order, or because he hears that he is likely to have some competition, or for any reason whatsoever, is actually poisoning himself into a state of moodiness and unfriendliness which will rob him of the very thing he wants.

13. **Morbid Worry About What Would Happen—If.** Some men are not satisfied to worry about present troubles. They are always manufacturing imaginary troubles and worrying about them just as though they were real. Such a habit will thwart earnest effort and so fill a man with fear and foreboding as to bring on the very condition he dreads. You may remember the words of Job, "The thing I greatly feared has come upon me." Much of the present depression is directly traceable to the fear, existing in many minds, of what might happen if we had a depression. Confidence is destroyed, buying is curtailed, payrolls are reduced, men are laid off and we deliberately manufacture many of the elements of which

# RESEARCH pertaining to

## Product Improvement

1

PTL Research Facilities are available to selected clients in solving problems of product improvement. A unique cooperative plan affords the utilization of PTL Laboratories and the extensive experience of its staff of chemists, metallurgists, engineers and sales executives.

2

## Product Development

Modern merchandising battles are often won or lost in the research laboratory. Careful investigations and tests should precede the marketing of every new product; otherwise serious losses are almost inevitable. Thousands of dollars can be saved by adequate research and testing conducted by an organization possessing the necessary "independent and unbiased view point."

3

## Certification...

PTL is also aiding manufacturers to advance convincing proof of the merit of their product. A PTL certificate of inspection and performance, coming as it does from an independent organization free from bias or prejudice, is recognized among purchasing executives and engineers.

4

## Investigation...

In every business, special problems arise that require the services of engineer, chemist, metallurgist, geologist or others of technical training and ability. New materials must be studied, new processes evolved, new needs anticipated and met. The PTL staff is well organized to handle and solve such problems.

Write for New Booklet  
"RESEARCH FACILITIES"

**PITTSBURGH TESTING LABORATORY**

PITTSBURGH



PENNSYLVANIA

*A National*



*Institution*

**SALES MANAGEMENT**

**24**

**Weeks More!**

The 1931 Edition Will Be Published September 26th

**MARKETS AND MEDIA REFERENCE NUMBER**

"We have used the Sales Management Reference Number a great many times for various purposes and in general we have found the book very useful."

FRANK HERMES  
Space Buyer  
The Blackman Company

**"Price Control in the Public Interest"**

A new report by Nelson Gaskill, former chairman of the Federal Trade Commission.

*Out This Week*

**WASHINGTON BUREAU OF SALES MANAGEMENT**

950 National Press Building, Washington, D. C.

**A** DDITIONAL LINE  
WANTED!

A Wisconsin manufacturer, established fifty years, wants a quality line for his six men, who call on hardware dealers and lumber yards in Wisconsin, Minnesota, Iowa and Northern Illinois.

Our line leaves our men free from May to December so we are in a position to give aggressive sales effort to any line we take on.

We are prepared to carry consignment stocks if desirable, or might be interested in manufacturing some commodity.

Address Box 288, c/o SALES MANAGEMENT 420 Lexington Ave., New York, N. Y.

depressions are made. You can't greet a prospect with a confident smile if lurking in the back of your head is a fear of what might happen if he fails to give you the order.

14. **Stinginess.** There is a difference between stinginess and selfishness. Stinginess is closeness, meanness, narrowness, willingness to take without giving in return; a willingness to let the other fellow sign the check—not once or twice, but always. Stinginess is not confined to matters involving money. It extends to matters involving your time, your friendship, your influence. Someone has said, "The best way to have a friend is to be one." No one admires a spendthrift, but he is more apt to be found among those present when the orders are being handed out than the tightwad.

15. **Easily Discouraged.** If you have ever watched a good golfer play a round of golf you have probably noted that getting into trouble doesn't bother him a bit. When he finds his ball in a sandtrap, instead of bemoaning his fate and throwing his clubs in the air, cursing and swearing, he says to himself, "Well, now this is a four-par hole. I am in the trap in one. What stick should I use and how should I stand in order to get on the green in two?" Success in life depends tremendously upon the way we act in the face of disappointment. There isn't any game we can play in which we will win all the time. It wouldn't be any fun if we did. And the thing that makes salesmanship interesting, the thing that makes it appeal to red-blooded fighting men, is the fact that when the game is played right—according to Hoyle—the good days more than offset the bad days. The fellow who permits himself to become discouraged easily is simply increasing his competitor's chances of landing the order.

16. **Failure to Express Generous Impulses.** A great part of the joy of living consists in doing things, frequently little things for other people. Things that take a bit of our time, a bit of our money, our sympathy or perhaps our affection. It is very easy to permit ourselves to get out of the habit of performing these little niceties, which frequently mean so much to the "other fellow." Life gives us many opportunities to give free rein to our generous impulses. It is dangerous to thwart them. If they are sincere, open up the throttle and give them expression. If you bury them you soon won't have any to express.

17. **Lack of Faith.** Call it religion if you will. It doesn't make any difference what church you belong to, or

what your religious beliefs are, so long as you have some religious belief for which you would be willing to stand up and fight if necessary. A man must have faith in something outside of himself, something better than himself.

18. **Lack of Definite Purpose.** How far do you suppose the captain of a ship would go if he left port without having a predetermined, definite idea as to where he was going? Yet there are men engaged in selling work who have never attempted to chart the course of their sales progress in their individual territories. They call on prospects here and there; they do what they consider their best toward landing the business, but they have no particular objective because back of it all they have no definite purpose. They regard their connection as a job and tackle it with the idea that if they don't happen to make good they will get a job with some other concern selling something else in the same territory. A man to succeed in selling must tackle his job with a determination to make a success of it, to study his territory, to create new markets. Of course this takes hard work, but the man who is not willing to go the extra mile never gets a lift.

19. **Disloyalty.** Every sales manager has a right to expect his salesmen to be loyal—first, last and all the time. The man who is not loyal to his employer is not loyal to himself. He has no business working for a house to which he cannot remain loyal. If a man does not believe, and is not willing to stand up for the policies of his house, he should have courage enough to quit. If he talks against those policies, or agrees with the customer who does, he is downright disloyal and jeopardizes not only his job but the respect of those on whom he calls.

20. **Quick Temper.** The man who is easily ruffled, who loses his temper quickly, who gets hot under the collar, who is not willing to accept friendly criticism, is a man who cannot get along with people and will not get very far along the road to sales success. There are exceptions, of course, and there are all kinds of temper. Spurgeon says, "A vigorous temper is not altogether an evil. Men who are as easy as an old shoe are generally of as little worth." On the other hand, a man who is continually losing his temper is very often a man in whose soul is a nasty, uncontrollable disposition which sooner or later will get the better of him. Selling involves human relationships. Human relationships cannot be harmonious and successful where bad temper is allowed.

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to creep it. If you have a bad temper, learn to control it; if you don't, it will control you.

These are your twenty points. In my experience I have never known a man who possessed all of these negative characteristics, nor have I ever known a man, regardless of how successful he might be in the eyes of the world, who did not possess at least some of them.

The first big step toward self-improvement is to admit our shortcomings. The next and final step is to do something about it.

**STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912,**

Of SALES MANAGEMENT, published weekly at New York, N. Y., for April 1, 1931.

STATE OF NEW YORK } ss:

Before me, a Notary Public, in and for the State and county aforesaid, personally appeared Raymond Bill, who, having been duly sworn according to law, deposes and says that he is the Editor of SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, to wit:

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher, SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Editor, Raymond Bill, 420 Lexington Avenue, New York, N. Y.

Managing Editor, A. R. Hahn, 420 Lexington Avenue, New York, N. Y.

Business Manager, Philip Salisbury, 420 Lexington Avenue, New York, N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.) SALES MANAGEMENT, INC., Federated Business Publications, Inc., Edward Lyman Bill, Inc., Bill, Brown & Bill Publishing Corp., Caroline L. Bill, Raymond Bill, Edward Lyman Bill, Randolph Brown and J. B. Spillane, all located at 420 Lexington Avenue, New York, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are:

The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago, Ill.; H. G. Trine, R. A. Trine, T. D. Reid, J. H. Frohlich, P. R. Means and M. B. Aspley, all of Chicago, Ill.; M. D. Aspley, J. C. Aspley and J. T. Kemp, all of Glencoe, Ill.; E. H. Shanks, Evanston, Ill.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

RAYMOND BILL,

Editor.

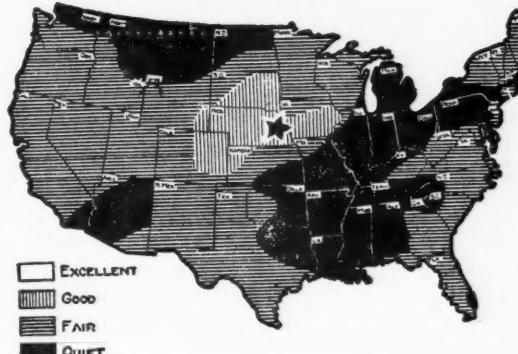
Sworn to and subscribed before me this 27th day of March, 1931.

(Seal) W. M. A. LOW.

Notary Public N. Y. County No. 473. Reg. No. 1 L 337.

Commission expires March 30, 1931.

# A TALE OF 2 MAPS



Above is the Forbes business map for March; the lightly shaded part in the middle of it is the portion of the United States where business is "GOOD."

The black star in the GOOD area is Omaha's location.

Forbes maps for January and February and several months of last year were similar to the March map—the "GOOD" areas about the same; Omaha always near the center.

Now look on the other map — below, to the right. The white island in the center is The World-Herald's circulation territory.



## THE WORLD-HERALD

March, 1931; Net Paid: 121,168 Daily, 119,624 Sunday

National Representatives—O'MARA & ORMSBEE, Inc.

## Advertising and Selling Abroad

By F. R. ELDRIDGE

Executive Vice-President American Manufacturers' Export Association

One of the country's leading authorities on export merchandising explains —for American manufacturers, exporters and export advertisers—how to get their goods before the buying public in every section of the world. The ways to approach a fresh foreign market, the proved methods for getting dealers to handle your product, the systems in use for getting necessary sales information, the fundamentals of export advertising, are among the topics covered in this book.

Price \$3.50. Remittance must accompany order.

Book Service

SALES MANAGEMENT

420 Lexington Avenue

New York, N. Y.

## Standard Brands Sells Two Markets with One Film

(Continued from page 55)

The picture starts off with a speech by the president. From that point on, the featured actors enter and the picture makes the entertainment dialogue support the business dialogue. Because the film lasts one hour and ten minutes it has been necessary to make the story human enough to keep the salesmen interested. Besides showing the salesman how to sell and help the dealer in his merchandising the picture attempts to portray how important the salesman's services are not only to the baker and grocer but also to the community these retailers serve.

The material of the picture is of such a nature that it can be of interest to the baker and grocer in shortened form. After the picture has been shown to the sales force, it is planned to route it in shortened form to baker and grocer association meetings and to Standard Brands assembled groups of these retailers.

Metropolitan Sounds Studios made the picture with W. S. Renfrow of Standard Brands, Inc., supervising.

## MORE BUSINESS FROM YOUR PRESENT SALES FORCE

Would you be interested in exchanging your present sales-force for one 50% more efficient, producing from 20% to 50% more volume at the same cost? The exchange can often be made in from 90 to 120 days, WITHOUT FIRING A MAN!!

In one case, my methods increased sales in 7 weeks from an average weekly total of 16,737 units to 23,450 units per week—an improvement of 40½%.

In another case, under traditional methods, new consumer customers had averaged about 250 per month. Using our plans, the dealer organization went to work as salesmen, secured 4,017 new consumer customers in 5 weeks—or at about 14 times the normal rate!!

Want such results for your business? Write on your letterhead for further information. Be sure to state How Many Salesmen, How Compensated, and Through What Channels You Distribute. No charge or obligation for this preliminary correspondence chat.

**BURTON BIGELOW**  
Consulting Sales Manager  
300 Delaware Ave., Buffalo, N. Y.

B-4

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display  
Cash Basis Only. Remittance Must Accompany Order

### POSITION WANTED

**DETROIT BRANCH MANAGER AVAILABLE**  
Sales executive located in Detroit desires a high-grade product of established manufacturer offering repeat sales possibilities. Ten years' experience as branch manager; 7 years as general sales manager; 6 years as president and general manager distributing company selling labor-saving specialties, however, mergers eliminated our profitable lines necessitating change. Also acquainted Chicago, Cleveland and Philadelphia territories. Age 44; technical graduate; gentle; energetic and enthusiastic worker; excellent references, possesses ability to create advertising and sales aids, also train and develop salesmen. Has organized and supervised a sales organization with over 150 branches. Sales Executive, 13584 Turner Avenue, Detroit, Michigan.

**SALESMAN WHO CAN BUILD UP GOOD** will and make money for you; prefer raw materials, chemicals, etc. University technical graduate; Sales Engineering, sales promotion and development experience. Would like territory in South or Pacific Coast. Reasonable salary. Would like personal interview. Now employed. Address Box 295, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### EXECUTIVES WANTED

**IF YOU ARE OPEN TO OVERTURES FOR** new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a

thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### RESEARCH

**MAINTAIN YOUR OWN RESEARCH DEPARTMENT** in Washington; accurate information obtained on all subjects in which you might be interested. Charges range from \$1 to \$15, rate dependent on time involved and completeness sought. Brief but pointed answers \$1 each. Can also secure consumer reactions from prominent Washingtonians—socially and nationally known. National Research Bureau, 3123 Dumbarton Avenue, Washington, D. C.

### SALES PROMOTION

**\$50 to \$50,000 DAILY SALES SECURED FROM** our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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